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ABSTRACT

This report presents the results of a survey of Association of Research Libraries (ARL) members about the current climate and practices regarding flexible work arrangements. Data are reported on the availability of schedule flexibility, job exchange, part-time arrangements, and leaves, as well as information about faculty status, tenure, unionization/collective bargaining, and other factors that might exhibit a correlation to workplace flexibility. A copy of the questionnaire with a tally of the responses to individual questions is included as well as comments by respondents. The remainder of the kit consists of copies of 34 planning documents submitted by libraries responding to the survey. Topics covered include job sharing/job exchange, leaves, phased retirement, scheduling/flextime, and stopping the tenure clock. The ARL libraries represented are those of the University of Alberta, University of Arizona, Colorado State University, Dartmouth College, University of Delaware, University of Illinois, University of Iowa, Kent State University, University of New Mexico, State University of New York at Stonybrook, North Carolina State University, Ohio State University, Penn State University, Purdue University, Queen's University, University of Toronto, Tulane University, University of Waterloo, and York University. Also included are a glossary of flexible workplace terminology and a list of 30 suggested readings. (MES)

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Kit 180

Flexible Work Arrangements in ARL Libraries

January 1992

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SPEC

SYSTEMS AND PROCEDURES EXCHANGE CENTER

Flyer 180

Flexible Work Arrangements in ARL Libraries

January 1992

INTRODUCTION

In the past decade there has been increasing recognition that worker responsibilities, lifestyle, and personal preference should be considered along with organizational needs when implementing appropriate work arrangements. Demographics contribute to this change of philosophy; the increasing numbers of dual-career parents as well as individuals who must care for aging relatives play a part in the new emphasis. New technologies have made it possible for increasing numbers of people to perform many types of work at a distance from the actual worksite, including such things as keyboarding tasks. Libraries by their very nature should be in a good position to implement various types of "nonstandard" arrangements, and this SPEC survey was designed to find out how many libraries have such programs in place.

A number of different types of flexible arrangements are being explored, including flextime (alternative schedules or compressed workweek), job exchange, part-time arrangements (such as job sharing, particularly in industrial settings, phased retirement, part-time employment with part-time salary and/or benefits), and various types of formal or informal leaves of absence to pursue professional development or answer family obligations.

Alternatives to Traditional Schedules. A primary impetus for flexible scheduling has been the need to respond to work/family pressures, particularly for single parents and dual-career couples. A review of the management and human resources literature indicates that many companies now offer or are exploring alternatives to traditional work schedules. In addition to the corporate model, there is a significant body of literature on flexible arrangements in the service professions such as nursing and social work. However, flexible work is almost unreported in the library literature. This fact seems surprising because such work, often performed beyond the traditional 9-5 boundaries in public services and much of it keyboard-intensive in technical services, seems by its very nature to be a natural environment for these types of arrangements.

Researchers have identified both positive characteristics and some limitations to workplace flexibility options. There has been little quantitative analysis on the subject and most studies have been based on subjective observation and opinion, leading most of them to agree that the benefits generally outweigh the concerns. Positive results that have been observed and reported include: increased productivity; higher morale and job satisfaction with employees more committed to their jobs and employers because of an increased feeling of autonomy and self-worth; and decreased turnover and absenteeism.

There can be institutional issues and barriers to implementing flexible arrangements, not the least of which is the innate difficulty of catalyzing change in a bureaucratic institution. In most cases flexibility has been requested by individuals in response to personal needs, rather than being employer-driven. Flextime seems to be the most commonly accepted arrangement, and the number of articles about this single aspect attest to its increasing institutionalization. Other forms of flexibility seem to be the exception rather than the rule, although we expect more liberal approaches to appear for the demographic reasons mentioned above. Some of the other barriers in libraries may include: staffs too small to permit flexible scheduling; unique jobs that require a specific individual to be present for others to produce (e.g., a supervisor who needs to make daily decisions); the difficulty of scheduling meetings requiring collective decision making.

SURVEY RESULTS

A survey about the climate and current practices regarding flexible work arrangements in ARL libraries was distributed by the ARL Office of Management Services to 119 ARL libraries in October 1991. The survey requested information about the availability of schedule flexibility, job exchange, part-time arrangements, and leaves for research and/or professional development. In addition, the survey incorporated questions about faculty rank and status, tenure, unionization/collective bargaining, and other factors that might exhibit a correlation to workplace flexibility. Although most of the questions concerned librarians, others were directed at options for support staff since it was postulated that there might be a differentiated application of flexible work arrangements.

Eighty-nine institutions returned the survey for a

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response rate of 75%. A high percentage of institutions (81 libraries, or 91%) report one or more forms of flexible work arrangements, and such arrangements are generally available to both librarians and staff.

Flexible Work Options. Flextime is the most common option among the nine arrangements specifically mentioned in the survey; 68 of the 81 libraries (84%) have flextime in place. This statistic correlates to the literature which indicates that flextime is the most popular option as an alternative to the traditional work day/workweek. After flextime, the most commonly available options are informal leaves (79%) and formal leaves (77%). Other options reported: compressed workweek (54%); voluntary part time work (48%); job sharing and job exchange (both 28%). The data indicate that libraries have been slow to institutionalize the less traditional, more "exotic" options. For example, only 14 of the 81 institutions supporting flexible arrangements have telecommuting/home-based work in place. Just 22 (27%) of the 81 institutions have implemented phased retirement.

Although 73 (82%) of the 89 institutions completing the survey indicated that flexible work arrangements are permitted as part of policy and established practice, most institutions are not collecting data on participating individuals, nor have they assessed the organizational effectiveness of such alternative work arrangements. Again, this finding mirrors the literature on workplace flexibility, which indicates that such arrangements are most often arranged on a case-by-case basis, and few studies have quantitatively examined the relationship of flexible work arrangements to outcomes such as productivity, employee morale, and employee turnover. Libraries responding to the survey were overwhelmingly supportive of the concept of a flexible workplace. Sixty-five of the 81 institutions (80%) reporting use of such arrangements agreed with the observation that they "...contribute to positive workplace outcomes..." More than one institution commented that employees are more positive toward the employer when they feel they have some control over their schedules.

Participation Patterns. While the use of some forms of flexible work arrangements are prevalent in ARL libraries, the participation rate in most institutions is quite low. The median participation rate for both librarians and other staff is currently 20%. Seventeen responding libraries reported a 0-5% participation rate in any flexible arrangements by librarians; only fifteen institutions had a 50% or higher participation rate (ten of those reported 80-100%). Libraries reported similar participation patterns for both librarians and other staff implying that job responsibilities are not a barrier or an invitation to flexibility.

Libraries that have made some subjective observations conclude that there is no observable gender pattern in those participating in flexible arrangements. Those few institutions that did observe any gender pattern found that participants tended to be female (not surprising in a profession with a higher percentage of females in the workforce). Institutions also found no patterns relating to an individual's functional area or length of service in the institution. Those few libraries that did see any patterns indicated that employees participating in a flexible arrangement are more likely to work in the same functional area (primarily technical services) and are more likely to be longer-term employees. When a pattern was observed for librarians, it was felt that they were more likely to work at an institution where librarians are not under a tenure system.

The survey reveals some common patterns among ARL libraries for work year and vacation periods. Forty-six of the 89 institutions (52%) have a standard work year of 43-48 weeks for full-time librarians, excluding vacation; 37 of the remaining institutions have a standard work year length of 49-52 weeks. Sixty-five of the 89 institutions (73%) indicated that librarians typically accrue 21-25 days of vacation annually. Regarding workweek length, 60% report contractual or policy-guided hours in the workweek; 53% of these institutions require between 39-41 hours per week. The prevalence of these policies may inhibit some forms of flexible work arrangements.

Other questions addressed whether faculty rank and status, tenure or collective bargaining agreements were present. Of the 89 institutions, 28 (31%) have full faculty status with rank and privileges. Publication and professional activities are required for tenure and/or promotion at 57 of the 89 (64%). Some form of unionization/collective bargaining is in place at 50 of the 89 (56%). However, given the wide availability of flexible work arrangements in ARL libraries mentioned earlier, there appears to be no correlation between these factors and the presence or absence of alternative workplace arrangements.

ISSUES AND TRENDS

The changing demographics of the 1990s and beyond will offer strong encouragement for libraries as employers to investigate more flexible work arrangements. Increasing competition for talented employees will provide some impetus to accommodate those who want or need flexible, rather than traditional, working conditions. The increasing prevalence and affordability of technological innovations will make work from beyond the traditional workplace not only possible but in some cases a regular part of the scene (in fact, some researchers are already working on factors relating to the advantages and limitations of the "electronic cottage" as a work place).

Library managers have the unique opportunity to gain a competitive advantage by addressing the developing needs of the work force of the 21st century. Many of the current changes have come about because of worker initiative. In the strategic planning process, library administrators have the opportunity to explore alternative work arrangements that have the potential to provide significant benefits to the library and the individual.

This kit and flyer were compiled by Diane Zabel, Social Science Reference Librarian; Linda Friend, Electronic Resources Specialist; and Salvatore Meringolo, Assistant Dean, Collections & Reference Services, Penn State University.

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Kit 180

Flexible Work Arrangements in ARL Libraries

January 1992

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ASSOCIATION OF RESEARCH LIBRARIES
OFFICE OF MANAGEMENT SERVICES
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TO: SPEC Liaisons

FROM: C. Brigid Welch, Program Officer for Information Services
Torre Meringolo, Linda Friend, and Diane Zabel, Penn State University.

DATE: 15 October 1991

SUBJECT: SPEC Survey and Call for Documents on Flexible Work Arrangements

This SPEC survey is designed to gather data and documentation on the climate and current practices for flexible work arrangements in ARL libraries, including such options as flextime, job sharing, etc. The questions are directed primarily at options for librarians, but some questions also include components relating to support staff.

Please consult the glossary of relevant terms on page 5 as necessary. Wherever appropriate, please provide copies of policies, procedures, or other materials related to the questions raised.

Please return this questionnaire along with copies of documentation to the address on page 4 by **November 19, 1991.** If you have questions, contact Torre Meringolo at Pennsylvania State University Library, (814) 865-0401.

SPEC SURVEY - FLEXIBLE WORK ARRANGEMENTS

Library/Institution: ______________________

Contact Person: ______________________

Title: ______________________ Telephone: ______________________

1. Which of the following best describes the status of librarians at your institution? (Check only one)

   13 Non-academic (e.g. administrative)
   16 Academic with no faculty rank, status, or privileges
   20 Academic with some faculty rank, status, or privileges
   28 Full faculty status with rank and privileges
   12 Other. Please explain:

   ENCLOSE APPROPRIATE DOCUMENTATION IF AVAILABLE.

2. For tenure and/or promotion, are librarians required to publish, actively participate in local and/or national professional associations, present papers, etc.?

   57 Yes 19 No 13 Not applicable (librarians not eligible for tenure and/or promotion)

   ENCLOSE APPROPRIATE DOCUMENTATION IF AVAILABLE.

3. If your institution has tenure or tenure equivalency, approximately what percentage of librarians are currently:

68 % Tenured (median)
4 % Not on tenure track (median)
28 % On tenure track (median)
42 Not applicable (librarians not eligible for tenure) /or no response institutions

4. If your institution has tenure or tenure equivalency, can a librarian request to "stop the tenure clock" for a specified period due to such personal circumstances as: having to care for a chronically sick child, elderly parents, or an ailing spouse?

34 Yes
17 No
38 Not applicable (librarians not eligible for tenure)

5. Are there collective bargaining units in your library? (Check the answer that applies best.)

39 No
22 Yes, for all types and levels of staff
20 Yes, for clerical or other support staff
1 Yes, for librarians
7 Other. Please specify:

If librarians are unionized, do they belong to a university-wide faculty collective bargaining unit?

15 Yes
8 No

6. Is there a contractual or policy-guided stipulation requiring librarians to work a specified number of hours per week?

53 Yes
36 No

If yes, how many work hours per week are typically required for librarians? (Check only one)

13 less than 36
12 between 36-38
28 between 39-41
____ more than 42

ENCLOSE APPROPRIATE DOCUMENTATION IF AVAILABLE.

7. What is the standard work year length for full-time librarians, excluding vacation? (Check only one)

0 less than 36 weeks
0 36-42 weeks
46 43-48 weeks
37 49-52 weeks
5 Optional length agreed upon by librarian and institution
1 Other. Please specify:
No response

ENCLOSE APPROPRIATE DOCUMENTATION IF AVAILABLE.

8. How much vacation is typically accrued annually by librarians in your institution? (Check only one)

0 less than 10 days
2 between 10 and 15 days
9 between 16 and 20 days
65 between 21 and 25 days
4 more than 26 days
9 Other. Please specify:

ENCLOSE APPROPRIATE DOCUMENTATION IF AVAILABLE.

9. Check the statement below which reflects the status of flexible work arrangements generally at your **institution**:

73 Permitted as part of policy and established practice
1 Permitted by policy but not practiced
12 Not addressed by institution's policy
2 Not permitted by institution's policy or practice
1 no response

10. What is the status of each of these flexible work arrangements in your **library**:

7 a. Available to all/some librarians
3 b. Available to all/some support staff
71 c. Available to all/some librarians and support staff
1 d. Under consideration
6 e. Not available
1 no response

Please indicate below the availability for each type of arrangement, using the categories listed above. See glossary on page 5 for definitions of these arrangements. (N=81)

68 Flextime
14 Telecommuting/home based work
62 Formal leaves (e.g. sabbaticals) for research and/or professional development
64 Informal leaves (e.g. short-term) for research and/or professional development
44 Compressed work week
39 Voluntary part time work
24 Job sharing
22 Phased retirement
24 Job exchange
4 Other. Please describe on back of this sheet.
1 No response

ENCLOSE APPROPRIATE DOCUMENTATION IF AVAILABLE.

The remaining questions are to be completed only by libraries that have in place at least one of the arrangements listed above.

11. If flexible work arrangements are an option for **librarians** at your library: (N=79)

a. Approximately what percentage are currently participating? 20 %

b. In general, librarians who have participated tend to be (check one):

22 % Females
1 % Males
16 No gender pattern

c. In general, these librarians tend to: (Please check one)

15 Work in the same functional area(s). If so, what area(s) ____
52 No distinguishable functional pattern
12 no data available

d. In terms of experience in the institution, these librarians tend to be:

22 longer term employees (i.e. 7 or more years)
3 shorter term employees (i.e. less than 7 years)
42 No distinguishable pattern
12 No data available

e. These librarians tend to be:

19 Tenured
5 On tenure track
55 Not applicable / Not available

12. If flexible work arrangements are an option for staff other than librarians at your library: (N=77)

a. Approximately what percentage are currently participating? 20 %(median)

b. In general, individuals who have participated tend to be:(check one)

21 % Females 0 % Males 56 No gender pattern/data not availabl

c. In general, these individuals tend to: (Please check one)

25 Work in the same functional area(s). If so, what area(s) ______
46 No distinguishable functional pattern
6 data not available

d. In terms of experience in the institution, these individuals tend to be:

13 longer term employees (i.e. 7 or more years)
4 shorter term employees (i.e. less than 7 years)
53 No distinguishable pattern
7 data not available

13. Some researchers have found that flexible work arrangements contribute to positive workplace outcome such as increased productivity, improved employee morale, and reduced employee turnover. Do you think that this been true for your library?

65 Yes 4 No 20 Don't know

Please comment:

ENCLOSE APPROPRIATE DOCUMENTATION IF AVAILABLE.

Please send the completed questionnaire and all additional documentation by November 17, 1991 to:

Torre Meringolo
Assistant Dean and Head
Collections and Reference Services
Pennsylvania State University Libraries
University Park, PA 16802
(814) 865-0401

Comments

"I think it helps morale or just the fact that people know they have some control over their schedules is empowering. Given Los Angeles's traffic, family scheduling, other interests and obligations it's really essential. Also -- it helps us with computer scheduling, public service assignments, etc.".

"Just put flextime in on a formal basis. Reason was to boost morale at a time of losing staff. For those who have used flextime in the past, it has been the key to their continuing to work - thus, turnover has been reduced."

"Our flexible work arrangements are on a case by case basis. They have generally been satisfactory. We have no formal policies."

"Flexible scheduling to free Friday afternoons and to accommodate for schooling have been particularly well received and appear to improve morale."

"Flexible work arrangements makes the task of scheduling for the major care-givers (of children and parents) easier, meaning they are less stressed at work and more relaxed and committed to the job at hand."

"This has been true in terms of employee morale for those participating in alternative work schedules since the primary reason for the schedule changes have been for child care."

"Through the job exchange program, our library has been able to tap resources and skills of individuals who might not have had the opportunity in their immediate departments. Therefore, flexible work arrangements have improved employee morale."

"Almost all staff in the library participate in the flextime program and have indicated that the program is much appreciated and should not be tampered with. The job share program is also very popular, especially with female staff returning from maternity leave."

"Given limited ability to provide raises and other tangible rewards, flexible work arrangements are viewed as a real benefit by staff. Librarians find flexible work arrangements important in helping them arrange their time in order to meet expectations for professional development (both research and service). Many see it as evidence of professionalism."

"Staff who work in areas where they have flexible work hours (technical services) or who work modified work weeks (public service support staff who work longer hours during the academic year for 4-day work weeks during the summer) tend to stay in their units and do not seek positions in areas where this arrangement is not available. There may be some indication that staff who work flexible hours may have improved productivity since they can work more in hours when they are more alert, but there are no figures available to support this."

"Since our public services staff are required to work an irregular schedule in order to cover the hours of operation, only technical services staff officially opt for flextime. It has worked very well and has increased productivity and morale."

"No hard evidence. When staff have some control over their work schedules, I believe this contributes to a positive feeling about the workplace."

"The limited number of OCLC and SC10 (Acquisitions) terminals makes flexible schedules in Cataloging and Acquisitions desirable. We also think it improves employee morale. The down side is that many public services are not permitted to work flexible schedules and this has raised questions of equity."

"Since professional staff have established responsibilities, but not formally established hours, it is difficult to discuss flexible work arrangements, but most staff use that flexibility to make their MIT life and their non-MIT life work well together. We believe that control over this intersection definitely makes for improved morale. We have no hard data to substantiate improved productivity. I doubt that it has had major impact on turnover for librarians. The level of accommodation for support staff for educational pursuits, career pursuits, and family definitely has reduced turnover."

"Flexible work hours was introduced statewide to accommodate for early/late work schedules. This was due to rush hour traffic problems and to accommodate school schedules. [Our state] is reported to have highest percentage of two-income families."

"There are many positive aspects for promoting flexible work arrangements. First, it indicates positive communication between supervisor and employee; second, employees feel confident that the institution/department can function temporarily without them. This many times indicates positive team work and positive contribution of this member. Employees have commented often that they feel good about themselves because they are valued and needed. They try to get back to work as quickly as possible."

SPEC

SYSTEMS AND PROCEDURES EXCHANGE CENTER

PLANNING DOCUMENTS

ASSOCIATION OF RESEARCH LIBRARIES OFFICE OF MANAGEMENT SERVICES

Job Sharing/Job Exchange

University of Alberta Inter-departmental Correspondence

to: Area Coordinators &
Division Heads

date: April 13 1987

our file:

from: B.J. Busch and Sieglinde Rooney

your file:

subject: Plan for HSS: TS/PS Professional Resource Sharing

The Humanities and Social Sciences Library and Technical Services have discussed the possibility of a staff exchange for some time. The reports of the Task Force on Professional Resource Sharing and the Collection Analysis Project both provided impetus toward this end. During 1986 the temporary reassignment of Hope Olson from Cataloguing to HSS provided the opportunity to have one person with two perspectives work out a plan for the exchange. After close consultation with Technical Services and the HSS Library the attached document emerged. It combines a theoretical base with a practical application which will be implemented in the next few months. It is hoped that it can also provide a pattern which, once tested, could be used for other exchanges.

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Plan for HSS: TS/PS Professional Resource Sharing

prepared by
Hope A. Olson

for B.J. Busch

April 1987

University of Alberta
Edmonton
Canada T6G 2J8

University Library

I. Background

An exchange of librarians between public services and technical services in the area of the humanities and social sciences is a desirable and practicable undertaking. There are both theoretical reasons, and internal circumstances in the University of Alberta Library which lead to a methodology applicable in this situation.

The immediate impetus for the exchange is a need for more librarians to perform collection management in the humanities and social sciences. The growing number of departments and programs requiring specialists' attention are making increasing demands on staff already hard-pressed in this area.

This situation coincides with needs expressed in the literature (by Michael Gorman and many others) and in internal reports, which can be summarized as three primary reasons for some form of exchange:

- achievement of fuller coordination of Library functions;
- more flexible use of staff; and
- the fullest possible utilization of specialized knowledge.

The first reason, the achievement of fuller coordination of library functions, is foreseen as the result of going a step beyond communication to actual participation by staff in other areas of the Library. Involvement in a function outside of the traditional job description (such as a cataloguer performing collection management) will foster a more "holistic" approach to all aspects of each staff member's work.

The need for staff flexibility has economic roots. No library can afford unlimited professional staff so each individual's skills should be utilized where they are needed, not purely where they have originally been assigned. In the case of the Humanities and Social Sciences Library, the Humanities and Social Sciences Cataloguing Unit, and the Searching/verification Division there are individuals who complement each other in subject and language skills. To give

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the best possible service in subject cataloguing and in liaison/collection work a cross-fertilization is desirable. Further flexibility would result from the cross-training received in this hybridization. Such cross-training would pay off when staff turnover occurs and reshuffling is necessary.

The need to fully utilize the skills of staff members is both personal and economic. Obviously, if the Library's professional staff, its most expensive staff, are not employed to their fullest the Library is not operating with ideal efficiency. Under-employment of staff is also detrimental to morale.

The frequently suggested solution, eloquently proposed by Gorman and others, of decentralization of technical services to subject areas is made plausible by automation. Arguments against decentralization are based on quality control problems and on the difficulty in training librarians in the complete work of both public and technical services. (Murray: 200-202). Another concern is that the interaction effected between technical and public services in a given subject area will result in another form of fragmentation between subjects. (Murray:45, Bryan:54)

Exchange of professional staff between public and technical services can accomplish the needs of interaction, flexibility, and utilization of skills without creating new subject ghettoes. These issues have been canvassed before in the context of the U of A Library. The final report of the Task Force on Professional Resource Sharing issued in 1983 had among its recommendations a pilot project for exchange of staff between technical and public services. In 1985 the final report of the Collection Analysis Project (CAP) addressed the immediate need as well as the primary reasons. It recommended that "additional staff be allocated to HSS to enable them to manage their collection" which suggests the balance of the exchange, and that "expertise already resident in the Technical Services area be harnessed on a part-time basis to carry out liaison with faculty and selection in specific subject areas and foreign language materials". Questions raised as a result of the CAP report and provisos suggested by the earlier task force suggest some conditions which should be followed in implementing such a system. It is important that participation in the exchange be voluntary, that reporting and appraisal functions be clearly defined as well as expectations and goals, that training and support be offered and that present quality be maintained unless otherwise agreed.

II. Implementation

The following plan has been prepared to meet the goals of communication and flexibility and the concerns which have arisen regarding staff exchange. It borrows from the subject groupings advocated by Gorman and other decentralizationists without implying any radical reorganization. Subject groups which include all liaison librarians responsible for a group of related disciplines/departments are the basis of the plan. These groups serve several functions in that they:

- provide collegial support for staff on exchange and performing a new function (this support would extend to new staff as well);
- include staff not on exchange in the communication between technical and public services;
- serve as a vehicle for identifying, analyzing and proposing solutions for problems which arise with regard to materials and access in each subject area; and
- do not infringe on, but act as a resource for the overriding organizational structure advising management in Technical Services and in the HSS Library, of concerns and suggestions.

The groups could be likened to quality circles or to David M. Lewis's concept of "modified professional bureaucratic configuration" which includes small working groups. Lewis emphasizes that such groups enhance flexibility, not just for changes in staffing, but also in preparation for the constant change which academic libraries can expect. In relation to the HSS Library and Technical Services the specific structure of the groups will be as follows:

- there will be five groups as noted in App. 1;
- each group will have a chair to be rotated at the discretion of the group;
- each group will meet regularly, at least monthly;
- combined meetings of all five groups will occur quarterly;
- the HSS technical services librarian, the coordinator of the HSS Cataloguing Unit, the Collection Coordinator and others will meet with the groups as is appropriate.

At the heart of the subject group arrangement, cementing the technical services/public services bond, will be librarians with dual assignments. These librarians will come from both public and technical services. The initial exchange of librarians will occur according to the following stipulations:

- five librarians, two from HSS, who will begin the exchange in May 1987; and two from the HSS Cataloguing Unit and one from Biblioverification, will begin in July 1987.
- although supervisors will encourage participation no librarian will be required to participate or be penalized for declining this option;
- technical services librarians will take on liaison/collection management duties for a teaching department (no bibliographic instruction or reference desk work is required);
- collections librarians will take on subject analysis (subject headings and call numbers) as well as problem solving referred through the usual channels, for a call number range;
- in both cases these subjects will be assigned on a long-term basis;
- each librarian will spend up to 20% of her/his time on the new activity (this percentage may be exceeded during training);
- arrangements will be formal and in writing;

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- responsibilities will be included in the expectations section of the performance appraisal form and in an official letter until the first appraisal is completed;
- division of time will be regularized when possible, but responsibility for maintaining priorities lies with the librarian;
- performance appraisal will be done by the supervisor in the home unit* with written input from the other supervisor, such input to be appended to the appraisal form, at which time the commitment of the individual will be renewed or cancelled.
- reporting will follow the usual reporting structure for the duties in each area;
- clerical support will be supplied in the area of work;
- suitable work space will be provided for the exchange librarians; and
- librarians will attend appropriate meetings and receive relevant circulating information in the area of exchange for current awareness and continuing education.

* This arrangement parallels the GSPC Policy Manual 4.1.4. Split Appointments. App. 2.

III. Training

Training will be necessary for all individuals participating in the exchange. It will have two aspects: a formal training program and the arrangement for each exchange librarian of a consultant. The formal training program for technical services librarians taking up liaison/collection duties will be arranged in consultation with the Collection Coordinator.

Public service librarians will be trained in subject analysis and problem solving in a similar manner. The Coordinator, Documentation and Technology will oversee training in the Cataloguing Division in conjunction with the Coordinator, HSS Cataloguing.

In both instances supervisors and division heads in the areas lending staff will be welcome at the training sessions to familiarize themselves with the demands which will be made on their staff.

The second aspect of training is less structured and of indefinite duration. While the subject groups provide a support structure for each exchange librarian each will also be assigned a peer consultant - a colleague familiar with the subject area and experienced in the skills needed for the exchange. The consultant will be responsible for helping the exchange librarian with the implementation of the formal training in the subject area. After this initial phase the consultant will continue to act as a resource person as long as is necessary. At the time of performance appraisal the supervisor doing the appraisal of an exchange librarian may ask the consultant for input with knowledge of the appraisee. The consultant, in turn will have his/her efforts formally acknowledged.

To further ensure the aims of the exchange Technical Services will lend the HSS Library support staff for reference desk service. These staff members will benefit from involvement in public service through the added perspective they will gain and through the development and fuller use of their skills. The HSS Library will receive the expertise these staff members already have and will more easily participate in the exchange of Librarians through this relief of pressure on the reference desk. The initial arrangements, which may be expanded after the procedures have been reviewed, will be in accordance with the following:

- three support staff, one each from the Acquisitions, Cataloguing and Searching/Verification Divisions will be involved on a voluntary basis;
- each individual will contribute four hours of reference desk service per week;
- training will take place in June and July 1987;
- during August each individual will begin desk shifts with assigned reference librarians with regular scheduling to begin in September 1987;

- staff performing reference will also attend monthly HSS Reference meetings;
- arrangements will be formal and in writing;
- specific reference will be made to this arrangement on the performance appraisal form, and in an official letter until the first appraisal is completed;
- performance appraisal will be done by the supervisor in the home unit with written input from HSS at which time the commitment of the individual will be renewed or cancelled;
- reporting for the reference function will be to the HSS Public Service Coordinator; and
- participating staff will attend HSS Refererence meetings and receive relevant circulating information from the HSS Library for current awareness and continuing education.

The training procedures will inevitably occasion inconveniences. There will be an initial decrease in cataloguing output and the newly initiated liaison librarians will take up their full duties only gradually. Technical services support staff will not be trained in reference for some months. And in all instances training will continue as part of the long-term development of each individual' skills. The time spent by the librarian from Biblioverification and the TS support staff will not be returned so a concomitant impact on TS functions can be expected. In addition, time and energy will be required from all staff even tangentially involved. However, this investment should realize ample returns in terms of flexibility and utilization of staff and TS/PS communication.

IV. Review

To ensure continued returns it is necessary to periodically evaluate the procedure. An evaluation of the procedure for exchange of librarians will begin in the quarterly joint meetings of the five subject groups. The groups will recommend changes to the HSS Area Coordinator and the TS Area Coordinator and Division Heads by 31 December 1987. They will, in turn, solicit whatever other input they

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deem necessary and revise the procedure accordingly so that it can be used again beginning 29 January 1988. At this point individuals may opt out of the exchange effective March 1988. Arrangements for support staff working at the HSS Reference desk shall be reviewed at the same time by the HSS Public Services Coordinator and the TS Division Heads. After review of the procedures other interested staff from all areas of Technical Services can be involved in the exchange and other branches of the Library may assess the arrangement for possible use.

Appendix I: Subject Groups

Philology:

Comparative Literature
East Asian Lang. & Lit.
English
Germanic Lang. & Lit.
Linguistics
Romance Lang. & Lit.
Slavic Lang. & Lit.

Arts & Humanities:

Art & Design
Classics
Drama
Music
Philosophy
Religious Studies

Social Sciences HJZ:

Business
Economics
Government Publications
Library Science
Political Science

Social Sciences BGH etc.:

Anthropology
Geography
Physical Education
Psychology
Social Welfare
Sociology
Women's Studies
Canadian Studies
Native Studies

History DEF

Appendix 2:

from GSPC Policy Manual, p.9.

Split Appointments 4.1.4.

> In the case of a staff member whose appointment is split between two faculties, the FSPC which will consider the case is that in which the staff member has the majority appointment. If the split between the two faculties is 50-50, one of the two will be designated as the "home" faculty and that FSPC will consider the case.

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UNIVERSITY OF ARIZONA LIBRARY

POLICY AND PROCEDURES MEMORANDUM #6-86
3 April 1986

(Revision of Policy and Procedures Memorandum #1-81)

Subject: Staff Sharing

The purpose of the staff sharing policy is two-fold: (1) to enable library staff members to develop new skills and a broader understanding of library operations, and (2) to provide cooperating departments with assistance in meeting objectives and daily commitments. In the process, it is anticipated that certain side benefits will occur, such as productive interchange of ideas, broadened staff work experience, and improved employee/job matching, all of which should be of long-term benefit to the Library.

In general terms, the staff sharing program involves the temporary assignment of an employee to another department for a specified number of hours each week, for a specified length of time, to perform specified duties. The arrangement may be renewed or extended, if desirable. Employees will treat the shared program responsibilities as part of their regular duties, but should a change or problem develop in any area of the employee's primary responsibility, the employee may be asked to end, either temporarily or permanently, participation in the program. The employee in the program, and the program itself, as sponsored by the department, will be evaluated at least twice during each sharing program.

Staff sharing opportunities may be initiated by either a department (to be openly advertised) or an individual employee for self-improvement. Under normal circumstances, a department will host only one staff sharing opportunity at a time.

The following procedure outlines the process:

I. Announcement of the staff sharing opportunity

   A. The department wishing to offer such an opportunity draws up a standard job description (identified as a staff sharing opportunity) and forwards it for approval to the appropriate Assistant University Librarian (AUL). If approved, it is forwarded to the Administrative Group for review. An employee may suggest staff sharing programs directly to an AUL or to the department head in the area of expressed interest.

If the department head then wishes to initiate a program, he or she will draft a job description as explained above. (Normally, staff sharing opportunities will involve 8 hours (or less) of commitment per week, all on library time. The duration of the program will normally be up to 6 months. Naturally, the type of responsibility involved and the amount of training required will affect both the hours per week and the duration.)

B. The description is then routed to the University Librarian for approval.

C. If approved, the staff sharing opportunity will be announced in the Library Newsletter.

II. Application

Any library employee who has been employed for at least one year in his/her present position, and has not participated in a staff sharing program during the past 6 months, is eligible to participate. Interested and qualified staff members should complete an application form; copies of this form are available from the Library Office. The application then goes to the immediate supervisor, the department head, and the appropriate AUL for comments and a recommendation to the Administrative Group. Approved applications go to the department head sponsoring the program. Disapproved applications are returned to the appropriate department head.

III. Selection

The applications and other appropriate documents are reviewed by the immediate supervisor or department head, who selects applicants for interviews. The department head makes recommendations to the appropriate AUL who coordinates completion of the process. Selection decisions for the program are final and are not subject to appeals or grievance procedures.

IV. Evaluation

The participant's performance normally is evaluated by the program supervisor at least once during the program (timing may vary based on the nature and length of the program), and again at the end of the program. The final evaluation goes into the employee's personnel file. The project itself is evaluated at its conclusion by both the participant and the cooperating departments.

W. D Laird

W. David Laird
University Librarian

WDL:vs
Attachments

D.4.5 Job-Sharing

D.4.5.1 Policy

Job-sharing is a voluntary permanent part-time work arrangement in which a full-time position is divided between two employees. This form of flexible scheduling is offered for the employee's convenience and in recognition of the fact that employees may seek reduced work schedules to meet particular personal or family needs. It is anticipated that the Colorado State University Libraries shall benefit from this work arrangement through the retention of valuable, trained employees; a reduction in turnover; maintenance of job continuity and improved morale.

An application for job-sharing shall be considered on an individual basis. The approval of one arrangement shall not be seen as a precedent for acceptance of subsequent applications.

D.4.5.2 Eligibility

At present job-sharing is offered only to permanent, non-supervisory, state classified personnel. Job-sharing is seen as a benefit for current Libraries employees and shall be initiated by an individual already employed by the Libraries, although their potential partner need not be on the Libraries staff. Only those applicants with proven ability to do the job to be shared, through educational qualifications and relevant experience, shall be considered.

D.4.5.3 Application Procedure

Employees desiring to initiate a job-share should first contact the appropriate department head. Some issues to discuss are: if the job-sharers will have the same duties or different ones, since the level of duties should be decided prior to advertising the position; a time to re-evaluate the partnership; and how to handle issues of accountability.

The employee should fill out form DO:24-91 "Job-share agreement". Copies of the PC-8's for the positions should accompany the form. The full-time position will need to be abolished and two part-time positions created.

An in-house match should be tried first and an announcement to advertise for transfers may be placed in Intercom. If no transfers come forward, then candidates from the referral list who are willing to work part-time may be interviewed, and a transfer list will advertise the position statewide. Candidates interviewed should be informed of all policies, including a thorough discussion of the job-share policy, i.e. what happens if the partners are incompatible, etc.

To be approved, the job-sharing agreement must be signed by the department head, division head and associate director, and then be forwarded to the director of Libraries for final approval.

D.4.5.4. Benefits

Sick leave is pro-rated according to hours worked. For example, an employee working half-time would earn 3.33 hours of sick leave per month. Annual leave is also pro-rated. A half-time employee would earn 50% of the annual leave hours a full-time employee would earn with the same length of service.

Permanent part-time employees who work for 1,040 hours or more in a twelve month period shall be considered for annual service increases in the same manner as full-time employees. Permanent, part-time employees who work less than 1,040 hours per year (generally less than half-time) will be eligible to receive a step increase every other year.

Current state benefits to state classified personnel also include full health insurance and short-term disability insurance. No long term disability benefits are available for state classified positions of less than 80% time. Employees who are less than full-time are not eligible for the study-privilege benefit.

D.4.5.5 Performance Reviews

Employee performance reviews will be conducted individually, but communication and cooperation between job-sharers will be emphasized factors in the review.

The job-share itself shall be reviewed within 6 months of its initiation and yearly thereafter.

D.4.5.6 Criteria for Evaluating a Request

a. The job must be covered during "core" hours.
b. The schedule must not interfere with the expected productivity of the job.
c. If there is a need to cover a unit, the job-sharers must adjust their schedule (e.g., special training, special meetings).
d. There will be a posted schedule for job-sharers so that hours are easily referenced.
e. The employee's job classification is not affected by a job-sharing agreement.

D.4.5.7 Dissolution of Job-Sharing Agreement

If either partner resigns, is terminated or transfers, the remaining partner shall have the option to:

a. fill the position on a full-time basis if performance evaluations indicate that he/she is meeting or exceeding standards in all areas;

b. if the remaining employee is unwilling or unable to accept full-time employment, the position will be reopened for application to fill the part-time vacancy;

c. if the Libraries is not able to fill the part-time vacancy after 3 months' time, the remaining employee will fill the position on a full-time basis or resign.

The Libraries may terminate a job-sharing arrangement at any time consistent with state personnel employment policies.

DO: 24-91

COLORADO STATE UNIVERSITY LIBRARIES

JOB SHARING AGREEMENT

The undersigned employees and department and division heads agree to enter into a job-sharing arrangement for the position of ______________________________, Position Code #_______, in the ______________________________ Department. The two half-time positions are:

Position Code #______, (name) ______________________________
Position Code #______, (name) ______________________________

The following conditions apply:

1. The scheduled hours (shift) and days of the week of the position are____
____
____

2. These employees will arrange their own work schedule to provide continuous coverage for the position. Should either employee require time off for annual leave, personal or family sick leave, supervisor may shift duties to remaining employee to perform priority work for both persons, sometimes on short notice.

3. Methods of communication to be used by participants and supervisor to coordinate the duties of the position
____
____
____

4. Initial scheduling arrangements ____________________
____
____

5. Accommodations expected on short notice ____________
____
____

6. This agreement may be terminated by either employee or by the department head on four weeks' written notice to all parties. Reasons might include termination of employment, scheduling difficulties, incompatible partners, etc.

   Should a suitable replacement not be found for a terminating partner within a reasonable period (four or more weeks of active recruitment), the remaining partner may choose to work on a regular full-time basis, may resign the job-shared position, or may transfer to regular part-time status if suitable vacancies exist at that time.

--over--

Employee (date)	Employee (date)
Department Head (date)	Division Head (date)
Associate Director (date)	Director of Libraries (date)

NOTE: PC-8s and PACE Planning and Evaluation forms must be completed for both employees.

rl

14.10 A job exchange program will operate as follows:

1) Should an employee wish to change jobs for a period of a minimum of six (6) months to a maximum of one (1) year, the employee shall request approval from the Associate Librarian. This approval shall not be unreasonably refused.

2) A job exchange posting shall be incorporated and posted for other members of the bargaining unit who may want to exchange jobs for that period and wish to work in the department specified in the posting.

3) The applicant with the most points who has the minimum qualifications required to perform the duties of the job shall be given the exchange position subject to the agreement of the initiator and the approval of the Unit Heads of the two units concerned. If approval is granted then the departments concerned will work out the details as to dates and time-frame in order for the exchange to take place.

4) Notwithstanding the above, should two (2) employees wish to exchange jobs for a period of a minimum of six (6) months to a maximum of one (1) year, they shall request approval from the Associate Librarian. This approval shall not be unreasonably refused and the job exchange posting process will be omitted. Unit Head approval, however, will be required.

5) Any of the parties to the exchange (the two departments or either employee) may decide to cancel the exchange within one (1) month after the exchange begins. If the exchange is not cancelled within the first month, then the employees concerned shall complete the full period of the exchange and shall not be eligible to be considered for any posted vacancy. At no time shall a job exchange become permanent.

6) During the exchange period, both employees will continue to receive the salaries they were receiving in their original positions and will acquire points as though they were working in their original positions.

7) Any experience gained by an employee working in a position as a result of job exchange shall be experience for the purpose of job postings and promotions if required by the position for which application is being made.

16.06 With the prior approval of the supervisor, employees may choose flexible work schedules within the following parameters:

a) Normal starting time may not be earlier than 7:00 a.m. and normal finishing time shall not be later than 7:00 p.m.

b) The maximum working period each day (excluding the lunch period) shall not exceed ten (10) hours.

c) The maximum total working period each week shall not exceed forty-two (42) hours.

d) The maximum total working period over a two (2) week period shall not exceed seventy-seven (77) hours.

e) Any time off accrued in accordance with such a flexible working schedule shall be taken at a mutually convenient time and normally within the approved schedule.

f) A maximum of five (5) days or thirty-five (35) hours may be accumulated to be taken at a time mutually convenient to the employee and the supervisor.

g) Any day of leave authorized under Article 21, any day of sick leave, a statutory holiday or a vacation day shall be considered as a seven (7) hour day.

h) Any person working in excess of seven (7) hours per day shall be excluded from the provisions of Article 16.03 and Article 17.

i) A request by an employee for a schedule other than core hours should be evaluated objectively by the supervisor, taking into consideration the operational requirements of the department and the impact such a schedule would have on the work of the other employees.

j) A request for a flexible working schedule shall not be refused without a clear explanation to the employee of the sound reason which prevents approval.

Appendix D

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Leaves

Recent changes in both economic and social factors have lead to increased interest in more flexible patterns in academic careers. A number of specific possibilities are listed below. Staff are invited to discuss these or other possibilities with Brian McDonald, Associate Vice-President (Academic Administration) or Gordon Unger, Executive Secretary, AASUA.

Leave Without Pay from a Portion of Duties

Rather than resigning and taking a part-time position, a full-time staff member may apply for "leave without pay from a portion of duties." The proportion of duties retained and when they are performed are subject to negotiation. The arrangement could be either temporary or permanent. Salary is pro-rated and other benefits are modified as little as possible. Possible arrangements include working full-time for less than the full year and working part-time for the full year. Such arrangements would probably normally be temporary; if a permanent change is desired, a part-time continuing appointment should be considered.

Part-time Continuing Appointment

These appointments follow the same procedures as regular full-time positions with respect to such matters as tenure, promotion, increments and study leave. Some modifications in benefits are necessary. Positions of less than 0.5 FTE may cause some difficulties. Possible arrangements include working part-time all year, working full-time for part of the year and two people "sharing" one full-time position. The arrangement must, of course, fulfill the needs of the department. Recurring teaching term appointments, common at U.S. universities, are a special case of this category where appointments cover roughly 1 September to 30 April.

Post-retirement Employment

Staff who retire at the "normal" age can be re-employed either full- or part-time. Staff who retire "early" may not be re-employed more than half-time. While non-financial considerations will likely be very important, some staff may find financial advantages in drawing a pension while working part-time at the University and undertaking consulting, etc. Early retirees can participate in four major benefit programs until regular retirement age. Post-retirement employment is not a right (except as outlined below) and staff should negotiate terms of any desired re-employment before taking early retirement.

A temporary program allows staff aged 55 or over the right to opt for a reduced workload, under either of two schemes. The first scheme allows the staff member to retire early and be re-employed 1/2-, 1/3- or 1/4-time for 2, 3 or 4 years while receiving both pension and pro-rated salary but establishing no additional pensionable service. Under the second scheme, the staff member takes leave without pay from 1/2, 2/3 or 3/4 of duties for 2, 3 or 4 years and retires immediately thereafter. No pension is received during the partial leave but additional pensionable service accumulates. Both options include participation in most benefit plans at no cost to the staff member. As soon as the early retirement or leave commences, a vacancy is created and a permanent replacement may be appointed.

Joint Appointments

It may be advantageous to the University and some other organization to share the expertise of one individual. Rather than two separate part-time appointments, it may be better for benefits if the person is an employee of one institution which provides services to the other on a contractual basis. If the University were the employer, the regular Board-AASUA agreement would govern the position, with some arrangement for input to career decisions by the other institution.

Teaching-only Faculty

At present faculty are expected to be fully-qualified, teaching all levels of students and pursuing an active research program. Some universities have a group of faculty who teach but have no research responsibilities. These positions have a lower salary scale than regular faculty. Although such a category may sound like "second-class citizen," it might better utilize scarce resources and may well appeal to people who are less motivated toward research, have substantial other commitments, etc.

University of Arizona

POLICY AND PROCEDURES MEMORANDUM 10-86 December 1986
(Revision of Memorandums 1-84 and 6-84)

SUBJECT: PROFESSIONAL AND ADMINISTRATIVE LEAVE

Introduction. In recognizing the Library's responsibility for professional development it is Library policy to grant administrative or professional leave (leave with pay) to library employees for attendance at library and relevant professional meetings, conferences, workshops, institutes, or to engage in related activities considered by the Library Administration to be beneficial to both the librarians and the Library. Conferences, meetings, etc. may be library oriented or may relate to a subject specialty. (Attached is a list of types of conferences, workshops, and special activities that might be included as professional or administrative leave.) Leave should be requested by completing the "University of Arizona Library Request for Leave and/or Travel Funds" form (sample attached). Such leave must have the approval of the appropriate department and division head. Final approval is granted by the University Librarian.

Professional Leave. Professional leave is granted to both career staff and librarians for purposes of professional development and is limited to 24 days each fiscal year. Professional leave should be used to cover attendance at conferences, workshops, and institutes when they are of a professional nature and related to library activities. Librarians may request such leave for purposes of research or writing in preparation for a conference or publication of a professional paper or book. Consulting activities can also be considered for professional leave.

Administrative Leave. When a librarian is requested by the Library to engage in professional activity away from the Library, leave granted for that purpose will be considered administrative leave and will not count against the 24 day limitation of professional leave. Similarly, any librarian designated to officially represent the Library at a meeting or other professional function will not have time off counted against the 24 day limitation. Administrative leave may be requested by the librarian for approval by the department or division head when the activity is directly related to performing one's job, e.g., AMIGOS workshops, visiting a binder. A "University of Arizona Library Request for Leave and/or Travel Funds" form should be completed. If the activity is considered to be part of the job (i.e., online training workshops for reference librarians) then no leave should be requested and it should be considered as part of the normal work period. If, however, the activity involves the request for a University vehicle or money, then the "University of Arizona Library Request for Leave and/or Travel Funds" form must be completed.

Mixture of Professional & Administrative Leave. It is possible that an employee might request professional leave for a meeting and then be asked by the Library to perform certain functions that benefit the Library. For example, a librarian might request professional leave for ALA and then be asked to screen, review, and meet with applicants for open positions, attend a meeting directly related to a Library project such as the Cooperative Cataloging Project for the Lyle Wright American Fiction Series, or attend a user's group meeting for the Library's circulation system. In such cases, the day(s) devoted to the Library activity would be administrative leave and the rest of the time counted as professional leave.

Travel Time. If a meeting or conference is held in a distant location making it unreasonable to drive to and from the meeting in the same day, then one day of travel to a meeting and one day of travel from a meeting will be allotted. This travel time will be counted as part of either administrative or professional leave requested by the librarian and counted accordingly. This travel time assumes that one would need to fly to the meeting or conference. If one elects to drive instead, and the trip takes more than one day each way, then the extra days are to be considered as vacation. Exceptions to this may be requested and submitted to the Library Administration for approval. Exceptional cases might include, for instance, a conference such as ALA where numerous staff would attend and where it would be economically advantageous for several people to drive to the meeting or conference even though the driving time might take more than one day each way.

Flexibility. This policy is not intended to limit flexibility needed to respond to special circumstances. Library employees who may have specific responsibilities which will require additional leave for a specified period of time should make a request, including appropriate documentation, to their department head. Similarly, the Library Administration may make exceptions, for example, when a conference such as ALA holds three meetings within one fiscal year.

Recording Leave. It will be the responsibility of the Department and Division heads to make certain that leave is reported and that the type of leave requested is accurately reported on time cards.

W. D. Laird
W. David Laird
University Librarian

WDL:vs

8/91	LEAVE WITHOUT PAY (including family leave)	SABBATICAL LEAVE
Faculty	With appropriate approvals, a member of the academic staff may be granted a leave of absence without pay for a period of one year or less. Such a leave may be renewed in special circumstances, ordinarily for not more than one year. (Family leave is defined as leave without pay for such purposes as child-rearing and care of an invalid or seriously ill spouse, parent, child, or other close dependent relative. It is available to males or females, regardless of marital status, and is applicable to adoption of children.)	An assistant professor or above (with the exception of certain administrators with faculty rank; see administrative leave) who has served the University full-time as an instructor or above since his/her original appointment or since the termination of his/her last leave on salary may be granted sabbatical leave at full or partial pay for all or part of an appointment year, depending upon length of service and type of appointment (i.e., 9- or 12-month).
A/P	Same as for faculty	No
Graduate Assistant	A graduate student in good standing in a degree program may be granted a leave of absence (from studies, not job) for up to one calendar year plus a summer session upon the recommendation of the major department and approval of the Graduate College. Ordinarily a leave of absence will take effect at the beginning of a semester or summer session. However, in cases such as illness or injury, a leave may begin during a term. Leave will rarely be granted to doctoral candidates who have passed their preliminary examination and entered stage III.	No
Staff	Eligible for excused but unpaid personal convenience leave up to 30 days. Also, special leave without pay may be granted for the purpose of continuing the employee status of an individual whose performance record warrants it and who requests such leave for sufficient cause, e.g., for the employee to be with his/her spouse on sabbatical, for illness when sick leave is exhausted, for job-related study, etc.	No

RESEARCH TIME POLICY
FOR LIBRARY ADMINISTRATION FACULTY

Spring Semester 1987

This policy for "Research Time" replaces "Releases for Professional Purposes" in Section III of the KSU Library Administration Handbook.

I. PREFACE:

As regular full-time members of the Kent State University faculty, Library Administration faculty members are evaluated in three areas. In addition to fulfilling their contract requirements and service requirements, academic librarians are expected to engage in research, publication and related scholarly activities. All three areas are necessary components of University librarianship and as such are factors in promotion and tenure decisions and merit recommendations. While primary responsibility for performance in all three areas lies with the individual faculty member, it is incumbent upon Kent State University and the University Libraries to provide the environment and opportunities conducive to contributions in all three areas. While recognizing the primacy of fulfilling one's appointed position, it is ultimately an individual's responsibility to maintain a proper balance among the three.

II. PURPOSE:

Since Library Administration faculty must fulfill twelve month contract requirements, a Research Time policy is needed to assist these faculty in meeting University requirements for research, publications and related scholarly activities. In order to provide a degree of flexibility and encourage individual scholarly activity, eligible Library Administration faculty require a program that furnishes them with the opportunity to secure research time up to approximately ten percent of their regularly scheduled hours.

III. ELIGIBILITY AND ACTIVITIES SUPPORTED:

Research time is provided to facilitate faculty progress toward research, writing, and related scholarly activities. It is available to tenure-track and tenured members of the Library Administration faculty except for those individuals holding part-time, temporary, or administrative appointments. These activities include the preparation of manuscripts, media, papers, proposals, reviews, and other intellectual endeavors that may lead to publication or other professional contributions in the field of librarianship or in subject disciplines. Research time may not be used to attend meetings and conferences of professional associations.

IV. SCHEDULING RESEARCH TIME:

Eligible faculty can apply for up to 200 hours of research time during each fiscal year. Since the nature of any research project varies, time may be requested in increments ranging from a minimum of half day blocks (i.e. four hours) to a maximum of the total time allotted, with specific dates to be worked out with the department head. When initiating a request, a faculty member needs to be cognizant of any special scheduling needs in his/her respective area, particularly during peak periods of activity. Research time does not accrue and any time not taken by the end of the fiscal year is forfeited.

V. APPLICATION AND APPROVAL PROCESS:

Using the attached form, an eligible faculty member should initiate a request through his/her immediate supervisor to the Collegial Advisory Committee (CAC) at least one month prior to beginning research time. Although the Dean may waive this period for individuals, where appropriate, the purpose of advance application is to allow sufficient time for the approval process at all levels and to allow enough time for the faculty member to be notified of the action taken. Where applicable, an Director/Associate Dean and a department head will make a recommendation, but the final decision for approval or disapproval rests with the Dean of Libraries and Media Services following appropriate consultative procedures. The scheduling of research time is subject to advance approval by appropriate administrators. The topic is subject to review by the Dean and the CAC before the Dean takes final action on the request. After a decision has been made, a faculty member will receive a copy of the signed form as notification of the action taken. The Library Personnel Officer and the appropriate Department Head, and the CAC Secretary also will receive a copy for recordkeeping purposes.

If a request for research time is disapproved, the reason(s) should be stated on the form before it is returned to the faculty member. The faculty member may then request reconsideration by the Dean who, in turn, may consult the Collegial Advisory Committee (CAC) for advice involving that reconsideration.

VI. REPORTING PROCEDURES:

At the end of each fiscal year, a report to the Dean of Libraries and Media Services must be filed by all faculty members who use any or all of their research time during the preceding year. This report shall contain the amount of time utilized, a description of the project(s), and the progress made in the area of research time used.

Based on these reports, the CAC will provide a composite annual report to the Dean of Libraries and Media Services with a copy to the Associate Vice President for Academic and Student Affairs. The Dean of Libraries and Media Services will provide the CAC with appropriate documents should any questions arise regarding an individual's use of research time or regarding the evidence of progress toward completion of a chosen project.

VII. EVALUATION:

During the spring semester 1992, the CAC, in conjunction with the Dean of University Libraries and Media Services, will evaluate the policy and the program, and submit a report to the Library Administration Faculty and the Associate Vice President for Academic and Student Affairs.

The effective date of this policy is January, 1987.

rev. 5/89
minor rev. 12/90

Kent State University Libraries and Media Services
RESEARCH TIME REQUEST

Name: ______________________ Date of Submission: ______________

Library Unit: ______________ Dates Requested for Research Time: ______________

Number of Hours Requested: ______________ hours

DESCRIPTION OF RESEARCH PROJECT:

____

____

____

____
(Signature)

DEPARTMENT HEAD (where applicable)

Date: __________ Approval ______________ (Signature) Disapproval ______________ (Signature)

Comments (if disapproved)

____

____

DIRECTOR/ASSOCIATE DEAN (where applicable)

Date: __________ Approval ______________ (Signature) Disapproval ______________ (Signature)

Comments (if disapproved)

____

____

RECOMMENDATION OF CAC Recommended: __________ Not Recommended: __________

DEAN

Date: __________ Approval ______________ (Signature) Disapproval ______________ (Signature)

Comments (if disapproved)

____

____

DISTRIBUTION:

Original to Library Personnel Officer
Copy to Requestor
Copy to Department Head, Director/Associate Dean (where applicable)
Copy to CAC Secretary

rev 7/90

insurance will begin on the eligibility date. If an employee enrolls for insurance on or before the thirty-first day following eligibility, insurance will begin on the enrollment date. If the employee is absent from work on the enrollment date, insurance will begin on the day she/he returns to active work.

Housing for Faculty

Approximately thirty homes, each built on University land according to provisions of a long-term lease, are privately owned, principally by members of the faculty. These homes are located on the northern border of the central campus and all are currently occupied. In the event of a vacancy, however, members of the faculty and staff have the first opportunity to buy, and only after their failure to purchase is the house put on the open market.

Except for the above dwellings and the special provision regarding their sale, the University of New Mexico does not provide faculty housing.

Leave Policies and Faculty Absence from Assigned Duties

(Approved by Faculty on 3/12/74, 4/8/75 and 5/10/78; approved by Regents on 3/14/74, 2/1/75, 5/18/75 and 8/29/78)

Following are the University's policies relative to leave and other absence from assigned duties:

SABBATICAL LEAVE

1. The principle of sabbatical leave has been approved by the Faculty and the Regents of the University as a basic policy. Its main purpose is to encourage professional growth and increased competence among faculty members by subsidizing significant research, creative work, or some other program of study which is judged to be of equivalent value.

2. The plan provides several options of sabbatical leave for service in the University under certain conditions enumerated below. It is understood, however, that such leave will not be granted automatically upon the expiration of the necessary period of service. Rather, the faculty member shall present, as part of the application, evidence of recent sound research, creative activity, or other academic achievement, including publications, to support the program of work which is planned for the sabbatical period. Also, this program shall give reasonable promise of accomplishing the major purpose of the leave, cited in item (1) above. Sabbatical leave will not be granted to subsidize graduate work or work on advanced degrees.

3. Sabbatical leaves will be approved only with the clear understanding that the faculty member will at the completion of the sabbatical return to the University for a period of service at least as long as the duration of the leave.

4. One-semester leaves ordinarily shall be taken in Semester II when loads and enrollments are lighter.

5. As a general rule, the regular staff of the department concerned will be expected to absorb the teaching load of the individual on leave, and the departmental chairperson (or the dean in non-departmentalized colleges) shall present with each recommendation for sabbatical a statement of the planning in this regard. A department may, for example, decide to alternate courses or to cancel certain offerings. Further, it is expected that the department shall prepare its program over a period of years so that essential courses need not be neglected because of the temporary absence of a member of the staff.

6. To avoid adverse effects on the educational objectives of individual departments, the administration finds it necessary to place a practicable limit on the number of sabbatical leaves granted in any one department* for any one semester or academic year.[1] Sabbatical leaves will be granted according to the following criteria:

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*or non-departmentalized schools or colleges.

[1] In addition, those faculty members who receive all or part of their salaries directly from agencies outside the University will be granted the sabbatical privilege with salary guaranteed only to the extent of UNM funding of the previous year, or 2/3 of that amount as appropriate; full funding is possible only when funds are available within the UNM budget.

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(a) Normally the number of concurrent sabbatical leaves in any one department* shall not exceed one-seventh ($^{1}/_{7}$) of the tenured members of the department (rounded to the next higher whole number) or one-tenth ($^{1}/_{10}$) of the budgeted FTE faculty members (rounded to the next higher whole number), whichever is larger.

(b) The number of concurrent sabbatical leaves in any department* may be held below the maximum permitted in paragraph 6(a) if in the judgment of the chairperson, dean, and Associate Vice President for Academic Affairs such restriction is necessary in order that the program of the department* not be adversely affected. The sabbatical leave request for any qualified faculty member may not be denied more than twice for this reason.

(c) The number of concurrent sabbatical leaves in any department* may exceed the normal maximum only if in the judgment of the Vice President for Academic Affairs extraordinary circumstances warrant it.

(d) Recognizing that small departments* often are penalized by their inability to absorb the academic loads of faculty on leave, the administration will establish a reserve fund to permit appointment of temporary or part-time faculty in departments* with seven (7) or fewer faculty FTE at such times as members of the departments* may be granted sabbatical leave.

7. Other conditions having been fulfilled, it is general practice that requests for leave be considered on the basis of length of service.

8. Approval of Application: Primary responsibility for determining the merit of a proposed program from the point of view of the validity of the program and the probable value of the program to the faculty member and to the University lies in the department and should be accomplished by a departmental committee. The departmental chairperson shall forward to the dean the departmental evaluation together with the chair's recommendation and a statement as to how the teaching obligations of the department will be achieved in the event the proposal is approved. The dean, with the advice of a college-wide faculty committee, shall then evaluate the proposal both on its merits and on its effect on the operation of the college. The dean shall then send the departmental and college recommendations to the Associate Vice President for Academic Affairs so that the original and one copy of the proposal together with all recommendations shall reach that office by February 1 for a leave commencing in Semester I of that year and by October 1 for a leave commencing in Semester II of the following year. The Vice President for Academic Affairs shall verify that the applicant is eligible for the proposed leave and that provisions of this Policy have been properly followed.

The Associate Vice President for Academic Affairs shall then forward all materials to the Vice President who shall in turn forward them to the President with an evaluation of the proposed leave from a university-wide point of view. The President makes the final decision.

9. Appeal: If at any stage of the approval process the applicant believes that his or her proposal has not been considered properly according to the provisions of this Policy, that matters of academic freedom are involved, that improper considerations have entered into a negative decision, or that other demonstrable conditions prevented a fair and impartial evaluation, he or she may appeal to the Committee on Academic Freedom and Tenure for a review of the matter. If the applicant succeeds in making a prima facie case in the opinion of the Committee at one of its meetings, a five-member panel shall be designated to conduct a formal hearing on the matter on the basis of the grounds enumerated above and following the provisions of Sections 12 and 21 of the Policy on Academic Freedom and Tenure, but with the normal order reversed so that the burden of proof lies with the applicant. The panel shall deliver its findings together with its recommendation to the Vice President for forwarding to the President.

10. Sabbatical leave is available under the following four options[2] to any faculty member with tenure or to any faculty member in the last year of the probationary period for whom a favorable decision has been reached with regard to tenure. Those options should be discussed with the departmental chairperson, and the application should indicate the option desired. *After any period of at least three years of full-time service at the University of New Mexico:*

1. One semester at $^{2}/_{3}$ salary for that semester.

After any period of at least six years of full-time service at the University of New Mexico without a sabbatical:

2. One semester at no reduction in annual salary.
3. One full academic year at $^{2}/_{3}$ salary.
4. Semester II of one year and Semester I of the following year, at $^{1}/_{3}$ salary for each semester of leave.

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*or non-departmentalized schools or colleges.

[2] When a faculty member is employed on a continuing basis on a 12-month contract, sabbatical leave options can be translated from "semester" to "6-month period" and from "academic year" to "12-month period." Faculty members on 12-month contracts may not accrue annual leave while on sabbatical leave.

11. See item 2 under Statement of Policy Concerning Leaves Without Pay for length of sabbatical or combination of sabbatical and leave without pay.

12. Time toward each new sabbatical begins immediately after return to full-time service regardless of the semester of return.

13. Sabbatical leave is counted toward retirement. While a person is on sabbatical leave, the University will continue to pay its share toward retirement, group insurance, and Social Security benefits.

14. Upon returning to the University, every faculty member granted a sabbatical leave shall submit promptly to the Associate Vice President for Academic Affairs, with copies to department chairperson and dean, a full report of the research, creative work, publications, or other results of the period of leave. The report submitted to the Associate Vice President shall be deposited in the faculty member's personnel file.

LEAVE WITHOUT PAY

Any full-time member of the faculty on regular (i.e., not temporary) appointment as instructor or above is eligible for leave of absence without pay (see following sections for leaves abroad and military leaves) after two years of service at the University of New Mexico, subject to the following stipulations:

1. Leaves without pay will be granted only when in the opinion of appropriate officials at the University such a leave will be of distinct benefit to this institution as well as to the individual concerned.

2. A leave without pay or any combination of a sabbatical leave and a leave without pay will not generally exceed one year in duration, although when the best interests of the University would be so served and with the concurrence of the department chairperson, the dean, the Director of the Medical Center when faculty members in the Medical School are involved, and the Vice President for Academic Affairs, the President may approve a two-year absence. However, except in extremely rare cases, as recommended by the President, a faculty member shall not be absent from the University for more than two of any five consecutive years, and it is not contemplated that even such a proportion of absence shall be the norm.

3. Leaves without pay will not normally be granted to persons wishing to accept a "regular" teaching or administrative position at another institution or agency, with the apparent option of continuing on a permanent basis at that institution or of returning to the University on a continuing basis. Such an arrangement usually puts the institution at a considerable disadvantage, since it would be required to keep the position here open on a temporary basis until the person on leave returns or decides not to return to the University.

4. Before the leave without pay is approved, the department chairperson and/or the dean concerned must have agreed that the assignments usually carried out by the person requesting the leave may and will be carried out satisfactorily by others—normally including one or more temporary employees from the outside—without any extra cost to the University.

5. It is to be understood that if a faculty member has not attained tenure, a leave of absence without pay will normally extend the probationary period.

6. Leave of absence without pay is not counted toward retirement or toward years of service when figuring seniority for promotion. While a faculty member is on leave without pay, the University will not continue to pay its share toward retirement or Social Security benefits. If desired, however, the faculty member may make his/her contribution toward group insurance and thereby keep the policy in force.

7. Requests for leaves of absence without pay or any combination of a leave without pay and a sabbatical leave, as described in item 2, should be submitted through the applicant's department chairperson to the dean as early as possible, but no later than four months in advance of the date the proposed leave will begin. The dean forwards the request with his/her recommendation to the Vice President for Academic Affairs who in turn submits all pertinent material to the President with his/her recommendations. The President makes the final decision.

LEAVE FOR SERVICE ABROAD

1. General Statement. Since the end of World War II colleges and universities have recognized their responsibility for providing educational leadership to the developing countries of the world. They have particularly met their responsibility by releasing competent faculty members for a term of service on education projects abroad. Such leaves for service abroad are sufficiently different from sabbatical leaves and other leaves of absence to merit a different set of policies.

2. Eligibility. After two years of service at the University, any full-time member of the faculty on regular appointment (i.e., not temporary) as an instructor or above is eligible for a leave without pay for such service abroad.

3. Length of Leave. The leave for service abroad is usually longer than the sabbatical in that at least

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two years of service are normally required. The longer period is necessary since the first year abroad is primarily one of learning and cultural adjustment. A second year is usually required for productive work. Therefore, leaves of up to two years may be granted. Requests for leaves and third-year extensions must be judged on their individual merits. Applications shall be submitted pursuant to the procedures set out in paragraph 8 under Sabbatical Leave.

4. Assignment of Duties upon Return. Upon her/his scheduled return to the University, the faculty member shall be assigned to the same position that was left, or one that is comparable, bearing in mind the member's seniority and special competencies.

5. Determination of Salary and Rank upon Return. Work done while on leave for service abroad shall be considered in determining the rank and salary that the faculty member shall receive upon returning. The normal advancement of the faculty member will not be interrupted by reason of the leave for service abroad. However, it is understood that if a faculty member has not attained permanent tenure, the leave for service abroad automatically extends the probationary period by the length of time consumed by the leave.

MILITARY LEAVE OF ABSENCE

1. Any full-time member of the faculty on regular (i.e., not temporary) appointment as instructor or above is eligible for Military Leave of Absence upon presentation of official military orders indicating that he/she is entering active military duty.

2. When a Military Leave of Absence is granted for active duty for training or local emergency during the period of a regular contract (whether nine-, ten-, or twelve-month), the University will continue to pay the faculty member's salary, uninterrupted, up to a maximum of 15 calendar days per calendar year (see 20-4-7 New Mexico Statutes Annotated, 1978 Compilation). When a Military Leave of Absence is granted for active duty other than annual duty for training or local emergency, such leave is without pay. Unless called to active duty for a "local emergency," faculty may not receive Military Leave of Absence with pay during the period of a summer session supplemental contract.

FACULTY ABSENCE FROM ASSIGNED DUTIES

It is expected that each faculty member will meet regularly assigned classes, scheduled examinations, posted office hours, and other assigned duties and commitments. It is recognized, however, that occasional brief absence because of illness, accident, or family crisis may be necessary, and each faculty member shall make suitable arrangements in the event of such absence, including the notification of the students, and shall inform the department chairperson* to assist in making such arrangements. Since only the individual faculty member can provide the essential continuity and in many cases the expertise in a given course, the use of substitutes for brief absences should generally be avoided.

SICK LEAVE

In cases of illness or injury requiring an extended absence—defined here as a period exceeding ten (10) working days—upon recommendation by the department chairperson, the dean and the Vice President for Academic Affairs, the President may approve an extended sick leave with pay up to a maximum of six (6) months for those full-time faculty members who have had six (6) or more years of continuous service at the University and who have not had an extended sick leave during their last six (6) years of service. For those who have been at the University less than six (6) years or who have been granted extended sick leave during their last six (6) years of service, the length of the requested sick leave will be reduced accordingly.

Permanent part-time faculty, who work at least one-half (½) time are eligible for sick leave proportionally.

In cases where the duties missed due to illness or injury cannot be assumed by others without the expenditure of funds not budgeted to the department or college, the department chairperson* will report the matter to the college dean who in turn will consult with the Associate Vice President for Academic Affairs for resolution.

In cases of illness or injury requiring absences shorter than ten working days, deans and directors are required to keep records as necessary of any series of such instances and to report to the Associate Vice President for Academic Affairs when the total of sick leave days exceeds five for any individual during any two-month period.

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*or director of an academic division or dean in colleges without departments.

MATERNITY LEAVE

Maternity leave will be granted on the same basis and under the same provisions as for sick leave described above—the President may approve up to 21 working days per consecutive year of employment, up to a maximum eligibility of 126 working days.

PROFESSIONAL LEAVE

It is also recognized that a faculty member's absence for attendance at professional meetings or to fulfill other professional obligations may be considered by the department chairperson* to be of sufficient importance to justify absence from assigned duties. In any such instance, the request must be made well in advance and must have the approval of the department chairperson*; here again it is the faculty member's obligation to make suitable arrangements for covering the absence. (See also Participation in Learned Societies, below.)

In order to assure compliance with Laws of 1971, ch. 228 (introduced as House Bill 327), it is the responsibility of each department chairperson* to be prepared to report on any faculty absence from regularly assigned classes, scheduled examinations, posted office hours, or other assigned duties or commitments.

LEAVE OF ABSENCE INCIDENT TO POLITICAL ACTIVITY

(The following is excerpted from the *Faculty Handbook* section entitled, "Political Activities of UNM Faculty")

> 5. A leave of absence incident to political activity should come under the University's normal rules and regulations for leaves of absence. Such a leave should not affect unfavorably the tenure status of a faculty member, except that time spent on such leave from academic duties need not count as probationary service. The terms of a leave and its effect on the professor's status should be set forth in writing.

Participation in Learned Societies

Learned societies provide a valuable means of communication among scholars, and members of the faculty are encouraged to join such organizations and to participate actively in their programs. Because of state regulations and budgetary limitations, the University cannot underwrite all costs involved in these activities, but it is sometimes possible to reimburse a portion of the expenses of travel to national and regional scholarly meetings for faculty members who are reading papers or hold office in the society. Tourist-class air fare is reimbursed, as is mileage by car, if the cost is no greater than air-tourist fare. An explanation of the computation of per diem expenses, when provided, may be obtained from the faculty member's departmental office. For procedures in applying for the type of assistance outlined above, see *Travel Funds*.

Political Activities of UNM Faculty

(Approved by Faculty April, 1970; approved by Regents September, 1970)

1. The college or university faculty members are citizens and, like other citizens, should be free to engage in political activities so far as they are able to do so consistent with their obligations as teachers and scholars.

2. Many kinds of political activity (e.g., holding part-time office in a political party, seeking election to any office under circumstances that do not require extensive campaigning, or serving by appointment or election in a part-time political office) are consistent with effective service as members of a faculty. Other kinds of political activity (e.g., intensive campaigning for elective office, serving in a state legislature, or serving a limited term in a full-time position) may require that the professor seek a leave of absence from the University.

D. LEAVES

a. Leave of Absence With Pay

1) Sick Leave:

a) Any librarian who holds a full-time or continuing part-time appointment will continue to receive regular salary during an absence from work caused by sickness or injury up to a maximum period of six months. The same provision applies to a librarian who has a contractually limited appointment except that the period of paid sick leave shall not continue beyond six months or the end date of the librarian's appointment, whichever comes first.

b) When a staff member is unable to report for work because of illness or injury, the supervisor should be notified immediately and, in the case of longer absences, should be kept informed of the progress of recovery at reasonable intervals. If the period of absence involves five days or more, or there are very frequent absences because of illness the supervisor may request a statement from the staff member's physician. Each department is responsible for keeping individual records of sick leave absence, and reporting them at least once a month to the Library Administration Office. (Departments with large staffs often prefer to report on a weekly basis.)

c) In extreme cases of chronic ill health or disability it may be necessary to decide whether or not the staff member can continue employment to advantage. Such situations should be reviewed with the Associate Librarian and a senior member of the Personnel Services Department.

d) **General or Compassionate Leave With Pay:** Important or unusual circumstances may make it necessary for a librarian to be absent from work for short periods of time. A sudden serious illness in the staff member's household, a medical or dental appointment or other such infrequent emergency normally will not result in loss of salary. Each situation must be decided by the Associate Librarian, based on a fair, reasonable and equitable standard which recognizes such leave as an earned privilege but not as an established right open to abuse.

e) **Bereavement Leave:** In the event of a death in a librarian's immediate family, the librarian is entitled to a leave of absence with pay of up to five working days. This leave includes time granted for travel, for attending the funeral and for involvement in making arrangements or settling estate matters. While this policy must be interpreted with proper sensitivity, the length of paid leave should be reasonable in light of the distance which must be travelled, the relationship to the deceased person, etc.

f) **Leave for Moving:** The appropriate Unit Head or Faculty Librarian may grant up to one day per year of leave of absence with pay to a staff member who is moving from one residence to another in the local area.

g) **Jury or Crown Witness Duty:** A librarian who is called for jury or crown witness duty continues to receive full salary. No deduction from salary is made in recognition of any payments received by the librarian from the Court. This leave with pay does not cover absences for other court appearances as a witness, the plaintiff or the accused.

h) **Educational Leave:**

i. A librarian may take one full university credit course or two half-courses each year during working hours subject to the approval of the Associate Librarian, in consultation with the supervisor. Approval to attend classes during working hours may be granted provided that such leave will not unreasonably disrupt the normal operations of the department nor place an unfair burden on remaining staff members.

ii. Subject to the operational requirements of their departments, librarians may attend various training programs or seminars of general interest which are held throughout the year and are announced in the Gazette. For example, Personnel Services each year gives one or more series of mini-workshops for supervisors which many librarians have found both interesting and informative.

i) **Staff Organizations:** Librarians may be elected or appointed to serve in executive positions in the Queen's University Faculty Association or the Professional Librarians' Association of Queen's. Such service may require a librarian to be absent occasionally from assigned duties, usually for the purpose of attending scheduled meetings with representatives of the University. Both the supervisor and the elected official must recognize that sincere efforts are needed to ensure that the librarian is able to fulfill the roles of both employee and association executive. Normally, time spent in attending scheduled meetings will be regarded as leave of absence with pay.

j) **Maternity and Adoption Leave:**

i. The University's maternity and adoption leave policy applies to the following female members of staff:

   i) Librarians who have been employed continuously for one year or more at Queen's and who hold a current appointment of a year's duration or longer.

ii) Librarians who have held five or more successive term appointments of less than one year's duration.

Any other librarians employed by the University and not covered above may be eligible for some form of maternity leave without pay in accordance with the Employment Standards Act.

ii. The maternity leave, which can be up to six months in duration, should commence not later than that point in the pregnancy when the librarian can no longer perform the normal requirements of her job without risking any damage to the health of the mother or child. The leave normally should extend at least six weeks after the actual termination of the pregnancy. Provided that the librarian has indicated the possibility of an early return to work prior to going on leave, this six week period may be shortened at her request supported by a written statement from her physician which confirms that she may return to work earlier. At least one month's notice would normally be given by the librarian indicating that she intends to return to work on the date previously indicated. At the conclusion of the leave, the librarian returns to her previous position.

iii. During the maternity leave the following salary and benefit provisions will apply on the understanding that the individual is committed to return to regular employment with the University following the end of the leave:

i) The University will pay 95% of the normal basic earnings for the first two weeks of maternity leave. (See note)

ii) During the following fifteen weeks of the maternity leave, the librarian will receive from the University a salary payment equal to the difference between 95% of the employee's normal basic earnings and the amount of unemployment insurance maternity benefit she is receiving or that which she would be expected to receive if she qualified for benefits. (See note)

iii) Any period of leave beyond the seventeen weeks shall be without pay.

iv) During the full maternity leave both the librarian and the University shall continue to pay their respective shares of the costs of her coverage under the various staff benefit plans.

v) Vacation credits will continue to accrue while a person is on maternity leave provided she returns to work for at least one month.

vi) A female librarian who adopts a child is subject to the same rights and obligations as those granted for maternity leave. This leave commences when the child is received. [INCLUDING PAY???]

vii) Unusual pregnancy or birth situations may occur where the normal application of this policy may be inappropriate. Such special cases should be reviewed with the Personnel Services.

Note: All payments made under this policy (except those for adoption leave under (f) above) must be in accordance with the agreement that had to be filed by the University with Canada Employment and

Immigration pursuant to paragraph 57(3)d of the Unemployment Insurance regulations. As part of these requirements, all such payments by the University can only commence when the staff member provides proof that she is receiving UI benefits or that she is disqualified from UI benefits because of an insufficient number of insurable weeks or that UI benefits have been exhausted or that she is in the Unemployment Insurance Commission's waiting period. Staff should understand that such proof will not be made available by UIC until after the leave has commenced and hence University payments will be retroactive.

iv. **Voting Day:** In federal elections, the normal hours during which polls are open are 9:00 a.m. to 8:00 p.m. Statutes require that citizens who are eligible to vote have four consecutive hours during this time period in which to cast their ballots. In provincial elections the required time to be available for voting is three hours. If these requirements make it necessary to allow librarians to leave work early an advance announcement will be placed in the Gazette. There is no similar requirement in municipal elections.

k) Leave Without Pay

i. General

i) The Chief Librarian (or her delegate) may agree to a librarian's request for one or more days of leave of absence without pay, subject not only to the merits of the librarian's case but also to the operational needs of the library. A librarian wishing a short term leave should submit a written request to the appropriate supervisor who will then forward it, together with his or her recommendation, to the Assistant Librarian (Personnel). The librarian will be notified promptly as to whether or not the request for leave has been granted. In the event of an approval, the Assistant Librarian (Personnel) will forward a completed "Request for Leave of Absence" form to Financial Services to arrange for the appropriate adjustment to the librarian's next salary payment.

ii) An extended leave of absence without pay may be granted in unusual circumstances. Such special leaves, generally longer in duration than six weeks, require the prior approval of the Principal, with the advice of the Vice-Principal (Services) and the Chief Librarian. An extended leave is processed as a "Change in Terms of Employment" for the librarian in question and therefore must be requested well in advance of the proposed date of commencement of leave. The operational needs of the library, as well as the purpose of the leave, are considered in reaching a decision as to whether or not the leave will be approved. After full discussion between the librarian and the appropriate supervisor(s), the request, although addressed to the Principal, should be forwarded to the Associate Librarian for further processing. Notification of approval of a request for an extended leave is in the form of a letter from the Principal. The librarian does not accumulate credit for vacation entitlement during an extended leave nor does this time contribute to meeting the years of experience criterion for promotion. Arrangements can normally be made through Personnel Services for the continuation of some benefit plan coverages.

ii. **Elections:** Librarians who are candidates in a provincial or federal election will, on request to the Principal (see a(2) above), be granted leave of absence without pay during the campaign period and, if elected, during one term in office. If elected for a second term or appointed to a cabinet post, the librarian is expected to resign. Candidates and those elected for civic or school board posts also must make the necessary arrangements with the Chief Librarian for the time required as leave of absence without pay.

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SUNY Stonybrook

AN INFORMAL STATEMENT ON RELEASED TIME FOR LIBRARY FACULTY DEVELOPMENT AND RESEARCH

On a Continuing Basis

Each librarian shall have available on a continuing basis a reasonable amount of released time (as a guideline, about four hours a week) for the following broad purposes:

1. Professional reading and study including formal course work.
2. Research and writing.
3. Other appropriate activities related to librarian development.

Additional time beyond the guideline can be approved by the Director on recommendation of a department head and assistant director in appropriate cases. The most usual reasons for such additional time would be to attend meetings off campus, to work intensively on a short-term project of professional significance or to visit another library for professional reasons.

It is understood that service and work flow requirements of the library must take precedence in arranging released time and that the decision to release a faculty member from regular duties is always in the hands of the department head. However, since the general policy of the library is to encourage professional development and research, no request for released time will be unreasonably denied.

On an Occasional Basis

In appropriate circumstances, faculty members may apply for short faculty development reassignments. These will release the faculty member from regular duties for up to four weeks. The reassignment will permit faculty members the opportunity to accomplish specific, short-term projects of professional value. The following guidelines apply:

1. An application for a reassignment must be submitted to the Director at least two months prior to the time the reassignment is to begin.
2. The application must include endorsement of the department head and assistant director, as appropriate.
3. The Director will make the final decision on granting faculty reassignments.
4. On completion, a full report of accomplishment will be submitted to the Director, who will make evaluative comments in writing. Both the report and the comments will become a part of the faculty member's personnel file.
5. Except in unusual circumstances, no individual will be permitted more than one reassignment in any twelve-month period.

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SCHEDULE B

Research leave may be granted when the librarian has demonstrated the potential to benefit from the leave, and when the research proposed can be made use of in the librarian's continuing employment with the University. A twelve month research leave at 82.5 percent salary may be granted after six years of continuous service as *a librarian* at the University. Alternatively, a six-month research leave at full salary may be granted after six years of continuous service at the University. *As an alternative and subsequent to the first leave above, a six-month leave at 82.5 percent salary may be granted after every three years of service provided that the leave requested under this option does not fall within seven years of the normal age of retirement.* The choice of option shall rest with the librarian and should be specified at the time application is made.

Research leave and study leave entitlements are alternative not cumulative. Neither leave shall be regarded as a break in continuous service. Neither study leave nor research leave need be taken in a single unbroken period. Subject to the above provisions leave shall not be unreasonably denied.

MANUAL OF STAFF POLICIES

Section:	LIBRARIANS	Code Number:	5. 02. 02
Item:	Child Care Leave	Page	1 of 1
Effective Date:	February 16, 1978	Replacing:	--

Continuous child care responsibilities shall be considered reasonable grounds for a librarian to request a part-time appointment on a temporary basis at the appropriate pro-rated salary. Such a request shall not be unreasonably denied.

Re: question 10

University of
Waterloo

UNIVERSITY OF WATERLOO POLICY

Number: 39
Effective Date: May 22, 1985
Cancels: August 3, 1976

SUBJECT: UNPAID LEAVES OF ABSENCE FOR STAFF MEMBERS #39

I. GENERAL

Staff members may apply for and may, under some circumstances, be granted an unpaid leave of absence. It is understood that such a leave of absence shall not be granted automatically. Pregnancy leaves are dealt with specifically under Section III herein.

II. CONDITIONS (OTHER THAN PREGNANCY)

A leave of absence may be granted provided the following conditions are observed:

A. The duration of the leave will not normally exceed one year.

B. The leave of absence will be granted only if, in the opinion of the department head, the job can be adequately filled in the member's absence.

C. Written approval must be given (with a copy to the Personnel Department and Payroll) by the member's supervisor and department head and, where the period exceeds four months, by the appropriate Vice-President.

III. CONDITIONS FOR PREGNANCY LEAVE

A. The staff member, to be eligible for pregnancy leave, must have been continuously in the employ of the University for a period of at least sixty-three calendar weeks (1 year and 11 weeks) immediately preceding the estimated date of delivery.

B. Such staff member shall be entitled to an unpaid pregnancy leave of not more than seventeen consecutive weeks.

C. An authorized pregnancy leave may commence at any time during the eleven week period immediately preceding the estimated date of delivery. The University may initiate a pregnancy leave at any time during this eleven week period when the performance of normal duties is materially affected by the pregnancy.

D. The staff member must complete a "Pregnancy Leave" form (Form 1311-2) and submit this form to the Personnel Department at least two weeks prior to the commencement of the leave.

E. The staff member on pregnancy leave shall not normally return to work until the first working day of the seventh week following the date of delivery; however, permission to return earlier will be granted if the staff member produces a medical certificate from her physician authorizing such return to normal duties.

A staff member may elect to continue the pregnancy leave beyond the seventh week depending upon when the leave commenced and upon whether the staff member wishes to be on leave for the entire seventeen week period.

IV. BENEFITS STATUS DURING LEAVE OF ABSENCE (INCLUDING PREGNANCY LEAVE)

A. Benefits Other than Retirement

Members must continue their benefits (OHIP, Supplementary Sickness and Accident Plan, Group Life Insurance, Long Term Disability) coverage during the period of leave of absence (except for the Pension Plan coverage which is discussed below). The cost of continuing the benefits coverage will normally be shared in the same manner as that of an active employee. As a condition of approval for leave of absence, post-dated cheques to cover the portion of premiums normally paid by the member must be left in the Records Section of the Personnel Department prior to the beginning of the leave. Should the University policy determining cost-sharing arrangements, or government or University benefits change during a leave of absence, cost-sharing arrangements will be changed accordingly. Sick leave benefits, as described in the Appendix to Policy #23, will become effective when the member is scheduled to return to work.

B. Retirement Benefits

Since a member's pension at retirement can be substantially affected by the loss of service during a leave of absence, consideration should be given by members to maintaining their contributions to the Pension Plan during such a leave. Such an arrangement can be made, but the member is urged to discuss this matter with the Personnel Department at the earliest possible time prior to the leave of absence.

V. FUNDING AN UNPAID LEAVE

Approved unpaid leaves of four months to one year can be funded through a deferred salary leave agreement signed with the University. Such an agreement would include the following:

A. Time

Salary is deferred over a three- to five-year period (according to the percentages outlined in Appendix A).

B. Deferred Salary

The salary deferred is retained by the University to be deposited into a university interest bearing bank account. The bank will be the chartered bank used by the University and the interest rate will be the maximum rate available.

C. Income Tax

During the years of salary deferral, income tax is payable on the actual salary received and also on the interest accrued on the deferred salary. During the leave itself, income tax is payable on the accumulated deferred salary.

D. Pension

Subject to Department of National Revenue approval, pension, during the years of salary deferral, and the leave itself will be based on nominal salary (the base salary received had salary deferral not been made).

E. Cancellation

Leave cancellation occurs on termination of employment, death or disability. The deferred salary plus interest will be paid to the individual, beneficiary or estate subject to tax regulations. Withdrawal and postponement of the leave for any reason are subject to regulations established by the Personnel Department.

Staff members interested in funding their approved unpaid leaves, through such an agreement, should contact the Personnel Department.

F. Additional Regulations re Deferred Salary Leaves

1. Withdrawal or postponement for reasons other than termination of employment, death or disability requires Vice-Presidential approval in writing at least six months before the scheduled leave whether the change is initiated by the University or the individual.

2. Effects on Benefits other than Pension.

During years of salary deferral:

OHIP, EHC, DENTAL -- as normal
LIFE -- based on nominal salary
SICK LEAVE -- based on actual salary
LTD -- based on nominal salary
PAID HOLIDAYS & VACATION -- based on actual salary
CPP, UIC, WC -- subject to government regulations

During the leave itself:

OHIP, EHC, DENTAL -- as normal
LIFE -- based on nominal salary
SICK LEAVE -- no accrual or payment
LTD -- based on nominal salary
PAID HOLIDAYS & VACATION -- based on actual salary
CPP, UIC, WC -- subject to government regulations

APPENDIX A

#39

EXTENT OF SALARY DEFERRAL	EXTENT OF LEAVE	PERCENTAGE OF NOMINAL SALARY DEFERRAL
3,4, OR 5 YEARS	4 MONTHS TO 1 YEAR	5% TO 25%

Decision on Percentage Deferred depends on basically two factors:

1. income required during years of salary deferral.
2. income required during leave itself.

Fines and Charges

18.35 The Employer agrees to impose no fines other than for the violation of library borrowing regulations and parking regulations. The Employer agrees that the Association shall be represented on the Presidential Advisory Committee which recommends the level of fines for violation of parking regulations. The Employer agrees that no levies shall be made against the salaries of employees during the life of this Agreement without the consent of the Association.

ARTICLE 19

Leaves

Short-Term Leave

19.01 Sick leave or emergency leave of a week or less may be arranged by an employee with his/her Chairperson (or Dean/Director of Libraries where applicable), who shall inform the Dean/Director or designate. When advance notice is not possible, the employee should notify the Chairperson (or Dean/Director where applicable) as soon as possible of the nature and expected duration of the absence from duties.

In granting sick leave of longer than one (1) week and up to one (1) month in duration, the Employer may require medical verification of the nature and expected duration of the illness. In exceptional cases, the Employer may, at its expense, require a second opinion from a mutually acceptable practitioner.

19.02 Requests for leave of up to one (1) month's duration for reasons other than illness shall be made in writing by the employee to his/her Chairperson (or Dean/Director of Libraries where applicable) with a copy to the Dean/Director or designate. The Dean/Director or designate shall deliver his/her reply to the request as promptly as possible, indicating in writing approval or disapproval, and setting out reasons for any denial, which shall normally be in terms of the effective scheduling of a unit's teaching/library programme.

19.03 The teaching/professional and service responsibilities of an employee on short-term leave will normally be assumed by his/her colleagues without additional expense to the Employer. In the case of short-term leave for purposes of illness or compassion, the employee on short-term leave shall continue to receive full pay and all benefits. In the case of short-term leave for purposes other than illness or compassion, the Employer may reduce the salary of the individual on leave, for the period of the leave, depending upon the purpose of the leave and any remuneration resulting from it.

19.04 Short-term leaves as provided for in clauses 19.01, 19.02, and 19.03, shall not be unreasonably denied.

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Long-Term Leave

Sick Leave

19.05 Where an employee requests sick leave for longer than one (1) month or is absent by reason of illness for longer than one (1) month, the Employer shall grant sick leave with full pay and benefits for a period of up to fifteen (15) weeks from the beginning of his/her absence or until the University's Long-Term Salary Continuance Programme comes into effect, whichever occurs sooner. In granting long-term sick leave, the Employer may require medical verification of the nature and expected duration of the illness. In exceptional cases, the Employer may, at its expense, require a second opinion from a mutually acceptable practitioner. If the employee is not deemed eligible for benefits under the LTSCP, the Employer may grant a leave of absence without pay, a leave at reduced salary, or continuance of full salary and benefits, for a specified period of time.

The Employer may require medical verification of the employee's fitness to resume all of the responsibilities expected of the employee and may, at its expense, require a second opinion from a mutually acceptable practitioner.

19.06 If an employee is absent for more than one (1) month, the Employer will normally arrange for a substitute or shall provide appropriate remuneration or other compensation to colleagues who assume his/her duties.

Maternity, Paternity, and Adoption Leave

19.07 A female employee shall be granted maternity leave with full salary and benefits:

(a) for a period of up to seventeen (17) weeks, to be taken at the discretion of the employee during the period(s) immediately preceding and/or following the birth of her child; or

(b) for a period of up to eight (8) weeks during the period immediately following her adoption of a child of pre-school age (i.e., less than five (5) years old at the time of adoption).

An employee shall, if she so chooses, have the right to continue with her regular duties during pregnancy. Should the health of the mother or child require additional time off from University duties, the employee may apply to her Dean/Director of Libraries for a leave of absence without pay for an additional period of up to twelve (12) weeks. (See Clause 19.11) Application for maternity leave shall be made as early as possible in advance of the expected delivery date. The employee shall give due regard to the need of the University for early notice of a prolonged period of leave.

19.08 The teaching/professional and service responsibilities of an employee on maternity leave of less than one (1) month shall normally be assumed by her colleagues without additional expense to the Employer. If an employee takes maternity leave of longer than one (1) month, the Employer will normally arrange for a substitute or shall provide appropriate remuneration or other compensation to colleagues who assume her duties.

19.09 Leave with full salary and benefits of up to five (5) days shall be granted to a male employee on the occasion of the birth of his child. The teaching/professional and service responsibilities of employees on paternity leave shall normally be assumed by their colleagues without additional expense to the Employer.

19.10 Leave of absence of up to five (5) days shall be granted to employees upon the adoption of a child. Employees in this case shall provide the Dean/ Director of Libraries or Chairperson (where applicable) with as much notice as possible of impending adoption for which leave is to be taken. The teaching/professional and service responsibilities of employees on adoption leave shall normally be assumed by their colleagues without additional expense to the Employer.

Leave of Absence Without Pay

19.11 An employee may apply in writing to the Dean/ Director of Libraries or designate for leave of absence without pay at any time, and the Dean/ Director or designate shall reply in writing within thirty (30) days. Where such a request is denied, the letter from the Dean/Director or designate shall set out the reasons for the denial, which shall normally be in terms of the effective scheduling of a unit's teaching/library programme or administrative duties (in the case of those employees listed in Appendix A, Section C) or pursuant to 19.13(a) or (b).

A copy of both the request and reply shall be filed with the Chairperson (where applicable). An employee on leave of absence without pay shall be entitled but not required to maintain membership in any or all of the University's benefit plans from time to time in force. Employees applying for such leave may apply also for a continuation of the Employer's contribution to benefit plans, and the Employer may approve same, depending upon the nature of the leave and the Employer's judgment as to the degree to which the leave is in the interests of the University as well as the employee. Eligibility for participation in the University's Guaranteed Housing Loan Plan and the spouse's/dependents' tuition waiver programme will not be affected by the leave.

19.12 Time spent on leave of absence without pay normally carries no credit as years of service either toward eligibility for consideration for tenure/continuing appointment or toward sabbatical leave. If the Employer approves an employee's request that a leave of absence without pay carry such credit, the terms of such credit and the applicability or otherwise of any "career progress" increments shall be agreed upon in writing at the time of the approval of the leave.

19.13 (a) Employees in the probationary classification shall not normally be granted more than two (2) years of leave of absence without pay as per 19.11, during the probationary period.

(b) Leave of absence for a period of more than three (3) years, or consecutive leaves accumulating to more than three (3) years, will not normally be approved (with the exception of political leaves, as specified in clauses 19.19 to 19.21).

Extensions of leaves of absence beyond three (3) years may be granted by the Employer after consultation between the Employee's Dean and Department.

Sickness/Pregnancy/Etc. During Sabbatical Leave

19.14 The Parties recognize that there may be cases in which employees on sabbatical leave suffer a serious interruption of their stated programme of activities because of personal illness, disability, pregnancy, etc. In such cases, it may be appropriate for the employee to request that the sabbatical arrangements be modified or cancelled. The JCOAA shall be charged with making recommendations to the Parties respecting the criteria and procedures to be employed in making and responding to such requests.

Court Leave

19.15 An employee who has been summoned to be a witness or juror by any body in Canada with the power of subpoena, shall, if his/her attendance requires him/her to be absent from his/her scheduled teaching/professional or service responsibilities, notify his/her Dean/Director of Libraries or designate of the summons as soon as possible after its receipt, and shall supply the Dean/Director or designate with a copy of the summons, upon request. An employee who has complied with the foregoing shall be granted paid leave of absence during the period of service to the court or summoning body. Upon his/her return to work, the employee shall supply the Dean/ Director or designate upon request, with written confirmation of the dates of service, signed by an appropriate officer of the court or summoning body. The employee shall be entitled to retain any jury or witness fees. The teaching/professional and service responsibilities of the employee on such leave will normally be assumed by his/her colleagues without additional expense to the Employer, except where such leave exceeds a period of one (1) month, in which case the terms of clause 19.06 shall apply.

Terminal Leave

19.16 In conformity with existing practice, an employee denied tenure/continuing appointment shall be offered a final year of on-site employment at full salary. Such employees may, alternatively, apply for a terminal assisted leave, to take the form of either:

(a) a twelve (12) months' leave at 50% of base salary, or such higher rate as the Employer at its discretion may decide, or

(b) a six (6) months' leave at 100% of base salary.

In the case of either form of leave, the employee shall make his/her application to the Dean within thirty (30) days of notification of the President's decision not to recommend tenure/continuing appointment, and the Dean's reply to the

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Phased Retirement

FACULTY EARLY RETIREMENT PROGRAM

Ohio State University

GENERAL POLICY

Under the existing regulations of the State Teachers Retirement System, a retired faculty member is permitted to teach a maximum of 85 working days each year without losing retirement benefits. For University purposes, this would allow for a full academic quarter of University services.

The age at which a faculty member chooses to retire is a highly personal decision that is formed by a multitude of factors. Under some circumstances, the faculty member may wish to retire before reaching the mandatory retirement age of 70, but only if there is an opportunity to teach for a portion of the year. It is the intent of the University to provide an option for early retirement, accompanied by special part-time employment arrangements, when such is in the best interest of the University. For the most part, this will be under the following circumstances:

1. In colleges and departments undergoing budget retrenchment,
2. In colleges and departments with high tenure density,
3. In colleges and departments with changing emphases,
4. In colleges and departments requiring the unique skills of faculty members who no longer wish full-time University employment.

PROCEDURE

Following concurrence by the faculty member and the department chairman, the recommendation for such a part-time arrangement will be made through customary administrative channels to the Provost for approval or disapproval. Appropriate adjustments to the academic unit's budget will be made by the Provost at the time that a part-time employment arrangement is approved. In some cases, the position will not be filled or will be filled by a part-time person.

Eligibility

When approved by the University, these special part-time arrangements may be made for full-time tenured faculty members holding the rank of Instructor through Professor who are eligible for retirement under existing STRS regulations. Proposals for these special arrangements should be made by the dean and department chairman prior to the date of retirement.

Any retired faculty member who is currently serving in a part-time capacity may elect to change current arrangements to those contained in this document if the stated eligibility requirements and conditions are met.

Employment

An eligible faculty member may be employed for one quarter or for an equivalent consecutive number of working days each academic year until his or her mandatory retirement age. The particular period of service, based on the workload requirements of the unit, will be arranged between the faculty member and the appropriate academic unit. The faculty member will retain the rights and privileges of a non-retired faculty member. By the same token, the faculty member will be expected to carry the full responsibilities that are expected of a full-time faculty member during his or her period of employment.

Salary

The base salaries of participating faculty who before retirement held nine-month appointments will be 3/9 of the salary received the year before retirement; the base for faculty who previously held eleven-month appointments will be 3/11 of their last pre-retirement salary. Beginning with the first year of retirement, and for each subsequent year of participation in the program, this salary will be increased annually utilizing the same guidelines in effect for all continuing members.

Benefits

Fringe benefits for a participating faculty member (serving the full one quarter or its equivalent), through a combination of STRS and OSU coverage, will parallel those provided by the University to full-time faculty. The following fringe benefits will be in effect for the 12 months during each contract year that the faculty member serves on a part-time basis.

Benefit Coverage	Payment Source
Life Insurance: Faculty Member	Faculty Member
Life Insurance: Dependent(s)	Faculty Member
Accidental Death and Dismemberment	Faculty Member
Surgical-Medical	STRS
Major Medical	STRS
Hospitalization	STRS
Long-Term Disability	STRS
Dental Care: Faculty Member	OSU
Dental Care: Family	OSU and Faculty Member
Vision Care: Faculty Member	OSU
Vision Care: Dependent(s)	Faculty Member
Dependent Fee Reimbursement	OSU at Current Reimbursement Rate

Faculty members on this arrangement will also retain the parking privileges, faculty admission status to campus events, and use of University-wide facilities that are accorded full-time faculty.

Ohio State University

STAFF EARLY RETIREMENT PROGRAM

GENERAL POLICY

Under the existing regulations of the Public Employees Retirement System, after 60 days of separation from state service, a retired staff member is permitted to return to state employment for a maximum of 59 working days or 472 hours each calendar year without losing retirement benefits. In order to accommodate, where possible, the particular interests and retirement objectives of staff members, it is the intent of the University to provide an option for early retirement, accompanied by special part-time employment arrangements, when such is in the best interest of the University. For the most part, this will be under the following circumstances:

1. In colleges and administrative units undergoing budget retrenchment;
2. In colleges and administrative units with changing emphases and/or workloads;
3. In colleges and administrative units requiring the unique skills of staff members who no longer wish full-time University employment.

PROCEDURE

Following concurrence by the staff member and the administrative officer of the employing unit, the recommendation for such a part-time arrangement will be made through customary administrative channels to the Vice President for Personnel Services for approval or disapproval. Appropriate adjustments to the unit's budget will be made at the time that a part-time employment arrangement is approved.

Eligibility

When approved by the University, these special part-time arrangements may be made for staff members who are eligible for retirement under existing PERS regulations. (One requirement of the retirement regulations is that the individual be off all state payrolls for 60 days prior to the temporary re-employment.) Proposals for these special arrangements should be made by the department administrative officer prior to the date of retirement.

Any retired staff member who is currently serving in a part-time capacity may elect to change current arrangements to those contained in this document if the stated eligibility requirements and conditions are met.

Employment

An eligible staff member may be employed for the permissible number of working days/hours each academic year until his or her mandatory retirement age. The particular period of service, based on the workload requirements of the unit, will be arranged between the staff member and the employing unit. The individual will retain the rights and privileges of a non-retired staff member. By the same token, he/she will be expected to carry the full responsibilities that are expected of a continuing staff member during his or her period of employment.

Salary

The base salaries of participating personnel will be the same as their last pre-retirement salary prorated to reflect the amount of the part-time employment. Beginning with the first year of retirement, and for each subsequent year of participation in the program, the salary will be increased annually utilizing the same guidelines in effect for all continuing staff members.

Benefits

Fringe benefits for a participating staff member (serving the maximum permissible days/hours of work), through a combination of PERS and OSU coverage, will parallel those provided by the University to continuing full-time staff members. The following fringe benefits will be in effect for the 12 months during each fiscal year that the staff member serves on a part-time basis.

Benefit Coverage	Payment Source
Life Insurance: Staff member	Staff member
Life Insurance: Dependent(s)	Staff member
Accidental Death and Dismemberment	Staff member
Surgical-Medical	PERS
Major Medical	PERS
Hospitalization	PERS
Long-Term Disability	PERS
Dental Care: Staff member	OSU
Dental Care: Family	OSU and Staff member
Vision Care: Staff member	OSU
Vision Care: Dependent(s)	Staff member
Dependent Fee Reimbursement	OSU at Current Reimbursement Rate

Staff members on this arrangement will also retain the parking privileges, staff admission status to campus events, and use of University-wide facilities that are accorded continuing full-time staff members.

for a period of up to six months for an absence resulting from sickness or injury. The full salary referred to in the sick leave plan will be the actual salary, not the nominal salary, of a member on a reduced period of responsibility. The monthly salary payment to be continued under the sick leave plan will be that which was arranged for the reduced period of responsibility. Thus, situations may arise where monthly payments made under the sick leave plan will terminate at the end of one reduced period, commence again at the beginning of the next reduced period and continue until the six month salary continuance provided for in the plan is exhausted. For example, if a librarian on a reduced period of 10/12th (September 1 - June 30) and becomes ill in May, his/her salary will be paid until the end of June. If the librarian is still ill September 1, his/her salary will be resumed until 6 months after the staff member first became ill (subject to adjustments for any monies owing the staff member from the University).

11) **Salary Increases:** Salary increases for those on reduced period of responsibility will be calculated on the nominal salary in the same manner as for all other staff. The actual salary will be increased in proportion to the increase in the nominal salary.

d. **Special Reduced Periods of Responsibility:** In the case of a librarian aged 60 or over, a more reduced period of responsibility may be selected in the form of an even shorter work year, week or day. Such reduced periods of responsibility will be less than the 60% referred to above, but normally will encompass at least 4 months in the year or 12 hours per week. For these librarians, the University will maintain its share of benefits on the nominal salary and will also pay the employee's share of pension costs on the difference between the nominal and actual salary.

e. **Stepped Retirement:** As an extension of the University's policy concerning reduced periods of responsibility, another provision has been developed which has been referred to as stepped retirement. Under this provision, eligible members of staff can, with the approval of the Chief Librarian, elect to take a reduced period of employment in the year or two before normal retirement, and take the balance in the equivalent year or two after normal retirement. In considering such a request, the Chief Librarian must of course take the needs of the entire Library into account. For example, a librarian at age 63 could reduce his or her work level to 2/3 of normal for the two years immediately before the normal retirement date. In this case, in the two years immediately following the normal retirement date, such a librarian would work at 1/3 of the normal work level. Salary payments would be proportional to the reduced period of responsibility; in the above example, 2/3 of normal salary in the two years before normal retirement and 1/3 in the two years following. Salary increases for those on reduced periods of responsibility are calculated on the nominal salary in the same manner as for all other staff. The actual salary is increased in proportion to the increase in the nominal salary. To protect pension levels, contributions both by the University and the staff member are based on the full nominal salary and continue up to the normal retirement date. Whether or not pension payments commence at the normal retirement date or are deferred until completion of the extended responsibility period is at the discretion of the staff member. In accordance with insurance company regulations, long term disability coverage is available only on the basis of actual salary payments, not on the nominal salary, and only up to the normal retirement date.

SEMI-RETIREMENT

If you are at least 60 years of age (ie. - June 30th coincident with or following your 60th birthday) and have been employed with the University for 15 years or more you may apply to your Department Head or Chairperson for Semi-Retirement status under the terms of the Pension Plan. If your request is approved by the University, this provision will allow you to continue 100% participation in the Plan even though your appointment is on a "reduced load, reduced-salary" basis. During Semi-Retirement your regular monthly contributions will be deducted as if you were receiving full salary.

RETIREMENT PENSION FROM THE UNIVERSITY PLAN

Your pension income is based upon your years of pensionable service and your pensionable earnings. The amount of Pension you will receive will be determined by three things:

1. Highest Average Earnings, is the annualized average of your highest thirty-six (36) completed months of earnings (while a member of the pension plan) during your current span of employment with the University prior to your Normal Retirement Date (excluding participation in the historical part-time pension plan prior to July 1, 1987). "Earnings" means your gross regular monthly salary before deductions, annualized to 12 months for sessional employees and to the 100% earnings equivalent for part-time employees.

2. Average Canada Pension Plan Earnings Ceiling, is the average of the Ceiling established by the Federal Government for Canada Pension Plan purposes during the last thirty-six (36) months of participation in the Plan prior to your retirement (excluding participation in the historical part-time pension plan prior to July 1, 1987).

The spouse of a faculty member (as defined in Article 26.11) at the time of that faculty member's retirement is eligible for tuition waiver (at the domestic tuition rate) unless the marriage is dissolved and the spouse remarries or becomes the common-law spouse of another.

Phased in and Early Retirement Options

14.09 (a) Definitions: "Voluntary separation" is defined as the resignation of an employee prior to his/ her normal retirement date, in return for a severance payment by the Employer to the employee.

"Severance payment" may include, but is not restricted to, a monetary payment, leaves of absence on a paid and/or unpaid basis, medical and pension benefit arrangements.

(b) The Employer undertakes to make known to Association bargaining unit members that voluntary separation agreements may be entered into provided the Employer and the employee reach agreement as to the terms of such a voluntary separation. Further, the Employer agrees to consider, with an individual employee, the possibilities for voluntary separation of that employee from his/her employment at York University. Subject to paragraph (c), below, it is understood that the Employer and the employee each have the discretion to refuse to agree to any particular voluntary separation agreement proposal.

(c) An employee with tenure/continuing appointment who retires from the University between the age of 60 and normal pensionable age shall receive as financial assistance in his/her retirement from the University an amount equal to:

The employee's academic base salary rate in the academic year
immediately preceding retirement,

TIMES

the number of years remaining from time of retirement to normal
pensionable age,

DIVIDED BY 2,

(to a MAXIMUM of 2 25 the employee's salary)

PLUS

an amount equal to one-sixth of the employee's sabbatical salary rate in the year of retirement,
multiplied by the number of years of full load, on-site service since his/her last sabbatical leave,
as specified in Article 14.05.

To be eligible for such payment, the employee must:

(i) hold a tenured/continuing appointment;

(ii) have active service at York University, including sabbatical but not LOAWOP, of at least twice the number of years remaining from the time of retirement to pensionable age, to a maximum of eight (8) such years.

Scheduling/Flextime

D.4.3 Work Schedules for Classified Staff, including Flextime, Equivalent Time and Compensatory Time

D.4.3.1 Flextime

The university and the libraries endorse the concept of flextime.

a. Flextime refers to continuous scheduling which deviates from the libraries and university service hours at the request of, and for the convenience of the employee. The components of flextime are the following: 1) the university's "core time" period, from 8:30 a.m. to 3:30 p.m., unless their schedules as determined by their unit's service commitment dictate otherwise; 2) the university's flexible times, which are 7:00 a.m. to 8:30 a.m. and 3:30 p.m. to 5:30 p.m. within which employees may periodically select a starting and related departure time. Variation from the selected schedule is allowable only in exceptional circumstances. Gliding time, i.e., scheduling which varies on a daily basis at the convenience of the employee, is not provided for.

b. The libraries has provisions for the following schedules: 4 ten hour days; 4 nine hour days and one four hour day; and 5 days with varying hours including the core times for a total of 40 hours.

c. The staff member must request the schedule in writing using the form DO:21(90) and must follow the schedule outlined in the written request. The plan must include the presence of a supervisor for approval hours which the employee will be on duty. The schedule must include a lunch hour of one-half hour or more and one half-hour break once a day or two 15 minute breaks in the morning and the afternoon. When an employee works only 4 hours the break is 15 minutes. No staff member can work more than 10 hours in a given day.

d. All flextime is at the convenience of the department and individual schedules will be assessed for their effect within six months of their initiation. To be approved the department head, division head and associate director, must sign and forward to the director of libraries for final approval.

e. Criteria for evaluating a request:

1) The unit must be covered at all times for phone calls, etc. during library office hours (i.e. 8-5 in the academic year and 7:30-4:30 in the summer.)

2) The schedule must not interfere with the employee's productivity or capacity to meet terminal schedules or meetings. Productivity is also a department need and departmental deadlines and schedules must be taken into account when assessing production levels. For example, terminal hours scheduled must not decrease and the scheduling must continue to take advantage of optimal times for data entry and searching. If production suffers, the employee must resume a normal scheduling. The supervisor and the employee must decide on appropriate productivity measures before the flextime schedule is initiated in order to provide accountability for work performed.

3) If there is a need to cover a unit, (other employees on leave, sick, etc.) the employee must adjust the schedule. If there is a special training or required meetings, the employee must adjust the schedule to meet these needs. If necessary, the employee will work an 8 hour 5 day schedule if that is the most appropriate way to gain the training or attend the meetings.

4) When a week has a holiday or the building is not open enough hours to meet the schedule, the employee must work a regular 8 hour schedule that week.

5) If more than one employee requests such a schedule and the unit cannot be staffed, flextime will be awarded on a rotating basis, after primary needs for filling terminal times or meeting deadlines have been satisfied by the work schedules.

6) There will be a posted schedule of employees so that hours are easily referenced.

7) Provisions have been made for safety of employee.

8) Access to the building and work areas after hours is not permitted for the purpose of flextime, nor are employees permitted to work alone in the building.

9) The employee's job classification is not affected by the flex schedule.

f. Changes in the schedule are handled in the same manner as the original proposal.

D.4.3.2 Compensatory Time

a. Compensatory time off is provided in instances when the libraries requires employees to work extra hours under unusual circumstances (e.g., to complete a project within deadline) and the time off is deferred until after the week in which his or her work is performed at the libraries' convenience. Compensatory time is taken in the amount of one and one-half times the amount of time worked, and is used only by nonexempt employees. The request, documented on form DO:1, requires an explanation and is used only with prior approval of the director of libraries.

b. Non-exempt employees may accumulate up to 40 hours of "overtime" (60 hours of compensatory time). The "comp" time must be taken within 60 days after the end of the payroll period in which the hours were worked. All compensatory time earned in a given fiscal year must be taken by the end of that fiscal year. Please refer to pages 1-13 and 1-14 of the Personnel Payroll Manual for further details.

D.4.3.3 Equivalent Time

According to the Personnel Payroll Manual Section 1: General Provisions and the State Fiscal Rules, Chapter 2, Section 2.40:

> "The salary level of employees who are exempt from overtime pay takes into account that it may be necessary for the employee to work a reasonable amount of overtime. However, there may be unusual situations in which an exempt employee is required to work significant amounts of overtime for an extended period of time.
>
> In such an event, the department may grant time off to an exempt employee. Such time off shall not exceed one hour off for each hour of overtime worked."

In the libraries, equivalent time off during the same semester is therefore granted for faculty and exempt staff (in addition to non-exempt staff) whose regular scheduling at service points requires working significant additional hours.

Supervisors of such employees must approve an alternative schedule in advance and submit form DO:1 with an explanation, through channels to the libraries personnel office preceding the time taken off. Toward the end of a semester, equivalent time may be taken up to one month after the end of the term. Equivalent time cannot be taken as paid terminal leave.

Dartmouth College Library HANOVER · NEW HAMPSHIRE · 03755

Library Policy Statement
October, 1982

ADJUSTED WORK SCHEDULES

Purpose:

This policy statement is to promote the efficient use of library employee time while at the same time providing library employees with the flexibility (and its attendant advantages) to design a working schedule compatible with their individual needs.

Eligibility:

For the most part, adjusted work scheduling as defined in this policy statement, is only available to employees of the library's processing areas. Public service areas already provide a certain flexibility in scheduling because of the necessity of staffing evening and weekend hours in the library. Most public service areas have considered special requests and made decisions entirely on the department head's evaluation of the effect of approving a particular work schedule upon library service.

Statement of Policy:

The following perimeters define the adjusted work schedules currently used by the processing areas of the library:

1) The work day consists of hours within the time period 7:00 a.m. - 5:30 p.m. (4:45 p.m. during term breaks).

2) There is a core period, 9:00 a.m. - 3:00 p.m. during which all staff members work (assuming time away for lunch and usual breaks).

3) Each staff member takes at least one half hour for lunch and failure to take coffee breaks does not shorten the standard work day.

4) Temporary exceptions to the preceding limitations may be made at the discretion of the supervisor. Permanent exceptions require the approval of either the Director of User Services or the Director of Collection Development & Bibliographic Control.

5) It is assumed that during the probationary period new employees will work the traditional 8:00 a.m. - 4:30 p.m. However, if an adjusted schedule coincides with that of a supervisor who can direct the individual's work or it is determined the new staff member can work independently prior to the end of the three-month probationary period, they are permitted to make an adjustment in their work schedule.

1983

Dartmouth College Library HANOVER · NEW HAMPSHIRE · 03755

Adjusted Work Schedules - Dartmouth College Library

The following perimeters define the adjusted work schedules currently used by the technical services areas of the Library.

1. The work day consists of hours within the time period 7:00 a.m. - 5:00 p.m. (4:45 p.m. during term breaks).

2. There is a core period 9:00 a.m. - 3:00 p.m. during which all staff members work (assuming time away for lunch and usual breaks). This is a necessary requirement for the Library to enable adequately scheduling the use of computer terminals.

3. Each staff member takes at least one-half hour for lunch and failure to take coffee breaks does not shorten the standard work day.

4. Temporary exceptions to the preceding limitations may be made at the discretion of the supervisor. Permanent exceptions require the approval of the divisional director (Jutta Reed-Scott or Phyllis Jaynes).

5. It is assumed that during the probationary period new employees will work the traditional 8:00 a.m. - 4:30 p.m. However, if an adjusted schedule coincides with that of a supervisor who can direct the individual's work or it is determined the new staff member can work independently prior to the end of the three-month period, they are permitted to make an adjustment in their work schedule.

Public services areas have always provided a certain flexibility in scheduling because of the necessity of staffing evening and weekend hours in the Libraries. In many instances it is felt that little advantage would be gained by public services staff reporting to work during early morning hours when there is no public to be served. One exception, however, has been in the Stacks area. Shelvers are able to perform their work better when the public is not present particularly picking up books left on Stack tables. It has also proven helpful if some Circulation and Reserve staff members come to work one-half hour before opening to empty book boxes, file charge cards from the previous night, and generally organize things for the day's work without interruption. Most public services areas have considered special requests and made decisions entirely on the supervisor's evaluation of the effect of approving a particular adjusted work schedule upon library service.

Dana Library has successfully extended adjusted work scheduling through the cooperative effort of all their staff members. On a regular basis certain staff members report to work one-half hour early and others regularly come in one-half to an hour later and work the additional one-half to one hour at the end of the traditional work day.

Without exception Library department heads have reported positive results of the Library's move to adjusted work scheduling. Advantages cited include:

1. Permitting the Library's mail room staff to more efficiently distribute the weekend mail before the Monday morning mail is delivered.

2. Supervisors report that in coming to work earlier they have time to sort out the previous day's questions or problems and contemplate them before most of their staff arrives for work.

3. In those areas of the Library that are somewhat congested, the staff have found relief in having some quieter work time and uncluttered work space available to them.

4. Permitting increased flexibility in car-pooling and attending college courses.

5. Finally, all department heads and supervisors have noticed the boom in employee morale that is the natural outcome of increased choices in an individual's work situation.

University
of
Delaware

Policy 29

THE UNIVERSITY LIBRARY
OFFICE OF THE DIRECTOR
NEWARK, DELAWARE 19717-5267

(302) 451-2231

Salaried Staff Flexible Work Schedule Policy

In this policy a flexible work schedule is defined as being granted the privilege of establishing schedule for work as requested by an employee that is not the schedule initially defined in the position posting. Such a schedule is not available in all positions. When assessing the possibility of a flexible work schedule, the criteria to be used in all cases are the requirements and needs of the University of Delaware Library.

Some positions, particularly those involving evening or weekend work, are defined as having a variable work schedule because of varying library hours. These are established by the library and are not flexible work schedules as defined in this policy.

A flexible work schedule is a privilege and is based on trust and faith since, at times, the individual may not have direct supervision. Should the faith and trust be abused, the privilege of the flexible work schedule will be withdrawn.

The following guidelines should be followed in the establishment and the administration of a flexible work schedule.

1. Permission for a flexible work schedule will only be approved if it does not interfere with the needs of the unit.
2. A flexible work schedule is not possible in all positions.
3. The privilege of having a flexible work schedule may be revoked at any time because of the behavior of the employee or the needs of the library.
4. The individual employee wishing to take advantage of a flexible work schedule must request it in writing. The unit head/ department head/assistant director as appropriate must approve the proposed flexible work schedule prior to implementation.
5. After a schedule has been established by an individual with his or her supervisor/department head/assistant director, the schedule must be regularly adhered to and changed only with consent of the supervisor/department head/assistant director.
6. An individual cannot have a work schedule requiring working more than an eight-hour day.
7. Full-time employees must work 37 and 1/2 hours per week; part-time employees must work 20 hours per week.
8. Not taking break may not substituted for work time. Since the purpose of the break is to provide a brief rest of "break" from work with the expected result of increasing productivity, breaks are 15 minutes and may not be divided into 2 or 3 brief breaks.

Salaried Staff Flexible Work Schedule Policy
Policy 29 (continued)
Page 2

9. Meal time is flexible, but a minimum of one-half hour unpaid time must be taken at any time that the work day is as long as six hours. This should be taken approximately midway in the working schedule.
10. It is not possible to maintain a four-day work schedule, since the maximum amount of time which may be established as a schedule is eight hours on any given day.

First implemented
fall, 1980

Reviewed and discussed by
Librarian Administrative Council
May 28, 1981

Reaffirmed and Approved by
Library Administrative Council
June 15, 1981

Reaffirmed by
Library Management Council
September 9, 1989

Revision Approved by
Library Executive Council
October 11, 1989

UNIVERSITY OF IOWA LIBRARIES
Guidelines for Flextime Schedules

Purpose

The purpose of flexible scheduling is to allow as many librarians and support staff as possible some choice in their working hours. The establishment of individual flextime schedules should in no way affect established service hours and must provide for the necessary and defined departmental hours. Not all departments may be able to offer the same degree of flexible scheduling and, in some cases, may not be able to allow flexible scheduling to all staff who may request it.

Eligibility

Flextime scheduling is voluntary and, in departments in which flextime scheduling is permitted, if one individual is deemed eligible, then all employees with similar duties and responsibilities are eligible.

The final decision for scheduling and eligibility, however, remains the prerogative of the department head and the Library Administration. In addition, flextime eligibility may be canceled if an employee's or a department's performance is unsatisfactory.

Hours

Employees participating in flextime must work the "core" periods of 9:00 a.m. to 11:00 a.m. and 2:00 p.m. to 4:00 p.m., and will normally work 5 days per week, generally 8 hours per day and with the same schedule each day (the "core" period will vary for those who work second shifts). However, in order to accommodate special circumstances, e.g. to attend a class, arrangements may be made for an employee to be gone during the core period on a regular basis. (See typical work schedules on last sheet). Additionally, the UI Libraries endorses for all eligible librarians and support staff the policy delineated in the Collective Bargaining Agreement 1987-1989 which authorizes "where practical and feasible as reasonably determined by management" the use of a compressed work week such as:

4 - ten hour days
4 - nine hour days and one four hour day
Other mutually agreeable flexible hour concepts

Units may promote alternative flexible hour concepts after consideration of departmental staffing requirements and the effect of such scheduling on productivity in view of the nature of the work performed. Any schedule however must be arranged in advance and be routinized.

The work day will normally begin on the hour or the half-hour and the hours of flexibility will be between 7:30 a.m. and 6:00 p.m., when practical. In libraries, e.g. the Main Library, to which access is possible before 7:30 a.m., staff may be scheduled from 7:00 a.m. However, if those who make access possible do not appear, starting times must be delayed accordingly. Deviations from the half-hour and hour reporting or leaving times will be

University of Iowa Libraries

permitted in consideration of personal or transportation deadlines, but should be established as a consistent schedule.

In scheduling lunch breaks, primary consideration will be given to the operational requirements of the unit. It is recommended that a lunch break of at least one-half hour be taken, if not already scheduled for operational reasons. In all cases, staff must adhere to policies related to Food & Drink and Breaks.

Schedules

Schedules for employees participating in flextime must be approved before implementation and will be reviewed by the department head on a monthly basis. To allow for adjustments in personal requirements, any changes in scheduling will be made with one month's notice. The goal is to make flextime available to all who wish to participate, but if scheduling conflicts do exist, equity in participation and alleviation of hardship will be given consideration when determining precedence.

University holidays, vacation and interim periods, and emergencies of the department or of the employee may alter flextime scheduling.

Work schedules will be clearly posted in a public area within the unit to facilitate knowledge of the availability of staff at any given time.

Supervision

Supervision during the flextime hours may be based on documented results, rather than requiring the physical presence of a supervisor. Decisions as to whether supervision by results is acceptable in a given situation remain the prerogative of the department head.

Review of policy

This policy takes effect June 1, 1988 and will be reviewed on December 1, 1988.

Typical Work Schedules

A.M.	P.M.	Lunch
7:30	4:00	1/2-hour
7:30	4:30	1 hour
8:00	4:30	1/2-hour
8:00	5:00	1 hour
8:30	5:00	1/2-hour
8:30	5:30	1 hour
9:00	5:30	1/2-hour
9:00	6:00	1 hour

1 June 1988 Revision of 7 March 1979 Flextime Policy

The University of New Mexico

Personnel Policies
&
Practices Manual

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2.2 - Flexible Schedules

2.2.1 - At management discretion, department by department, but with concurrence of the concerned Dean or Director, employees may be permitted to start their individual work schedules as early as 7 a.m. or as late as 9 a.m. and quit as early as 4 p.m. or as late as 6 p.m. Supervisors must approve each individual work schedule. Furthermore, supervisors will be responsible for maintenance of efficiency and continuity of operations.

2.2.2 - The early start and late closing does not necessarily mean "open to the public or for regular business." However, regular public hours of 8 a.m. to 5 p.m. must be continued.

2.2.3 - The eight (8) hour work day with one (1) hour lunch break will remain unchanged. Employees who start at 7 a.m. will work until 4 p.m.; those who start at 8:30 a.m. will work until 5:30 p.m., etc.

2.2.4 - The forty (40) hour work week will remain unchanged.

2.2.5 - Core hours shall be from 9 a.m. to 4 p.m. All regular day shift employees will be expected to work those core hours.

2.2.6 - All departments may not be able to grant flextime schedules to all employees. Small departments particularly, may have no choice but to adhere to the present 8 to 5 schedule. Also, there may be disputes as to which employees should be granted flextime hours. In those cases, seniority and the employees' preferences should be taken into consideration.

3 - Authorized Time Worked

3.1 - Actual time worked at an employee's job location as required by the tour of duties.

3.2 - Meal periods when included within employee's standard work schedule (i.e., security guards who are on duty during such meal periods).

LEAVE WITHOUT PAY

1 - General Policy

1.1 - The University may grant leaves without pay for extended illness or injury, for personal reasons, for school attendance, sickness in family, and for other bona fide reasons. Note: In case of extended illness or injury, leave of absence is taken only after all sick leave is exhausted. Employees may elect to use annual leave credits.

2 - Eligibility

2.1 - Regular and temporary employees, full- or part-time, are eligible.

3 - Length of Leave and Approval Required

3.1 -

Reason	Maximum Initial Period	Maximum Extension	Initial Approval Level	Extension Approval Level
* Extended Illness, Personal Sickness or Disability Extending Beyond Sick Leave Accruals.	6 Months	6 Months	Department	Dean/ Director
	(For purposes of this policy, pregnancy, childbirth, and other related medical conditions will be considered the same as any other illness or disability.)			
**Personal	1 Month	3 Months	Department	Dean/ Director
**Sickness in Employee's Family	3 Months	3 Months	Department	Dean/ Director
**School Attendance to Obtain Applicable Advance Courses or Degree	12 Months	12 Months	Vice President	President
**Other	1 Month	1 Month	Department	Dean/ Director

* Must be granted if eligibility and other requirements as outlined in this policy are met.

** May be given at the discretion of the University.

4 - Procedure for Obtaining Leave of Absence

4.1 - An employee should request a leave of absence from his or her department.

4.2 - A Personnel Action Notice (PAN) should be processed placing the employee on leave for the authorized period of time and should indicate the reason for the leave.

4.3 - PANs are not required in those cases where LWOP is granted or imposed for short periods of time (i.e., a few days), but the employee's time report to Payroll should clearly indicate LWOP for the days involved.

4.4 - In those instances where a LWOP (Other) is due to an unexcused absence or disciplinary suspension, the absence should be documented (in addition to time report) by memo to the employee with a copy to the Personnel Department for record purposes. Approval levels shall be in accordance with departmental policy (usually immediate supervisor of involved employee).

5 - Reinstatement

5.1 - While a leave of absence is not recommended or granted except with expectation of reinstatement, reinstatement is not guaranteed.

5.1.1 - Where practical, the University attempts to fill the employee's position with a temporary employee during the leave of absence, but reserves the right to eliminate the position or fill it with a regular employee.

5.2 - An employee returning from Leave of Absence must request reinstatement prior to the expiration of the leave. An employee who fails to request as prescribed herein is terminated as a resignation.

5.3 - Supervisors will clear employees for reinstatement by processing a Personnel Action Notice (PAN) through regular channels.

5.4 - If the employee's previous position is no longer available and he/she is not placed in another similar position within ninety (90) days, or if the employee refuses a position offered, the University has no further reinstatement obligation. The employee is then terminated as a resignation.

5.5 - An employee returning from leave of absence for extended illness or injury is required to submit a doctor's statement certifying the employee is able to return to work. The statement should accompany the Personnel Action Notice (PAN).

5.6 - No employee will be permitted to return to work without being cleared for by the Personnel Department.

WORK SCHEDULE

The official University workweek is from 12:00 a.m. Saturday to midnight Friday. The standard workweek for full-time SPA employees is 40 hours, an eight-hour daily work schedule with a one-hour meal break.

The University utilizes variations of the standard work schedule to meet its commitment to the campus community. As programs and services permit, the University allows employees to choose work schedules compatible with personal needs. Variations in the official workweek must be requested and approved through the Division of Human Resources.

VARIABLE WORK SCHEDULE

Supervisors arrange and adjust work schedules to meet program and operational needs. Some organizational unit work requires rigid, predetermined work schedules which do not allow flexibility. This predetermined schedule must be communicated as a condition of employment prior to an offer and acceptance of employment.

Within these limits and with supervisory approval, an employee may request a variable work schedule. A meal break may be arranged to meet employee and work unit needs but may not be used to shorten the workday.

Supervisors maintain work schedule records, adjust schedules as work needs dictate, and retract variable work schedules when employee misuse justifies. Factors to consider in approving variable work schedules include availability of adequate supervision and accessibility to the public served.

With supervisory approval, an employee may begin the workday at any time the University is officially open. Departure time for full-time employees is nine (9) hours after scheduled arrival. The time an employee leaves work may be adjusted with approved leave or a meal break of more or less than one hour (but not less than 30 minutes).

An employee requesting a change in work schedule should provide sufficient notice and justification to the supervisor. Changes that are not detrimental to the work unit, that are fair and equitable to all employees, will be approved.

Limitations

An employee who reports late to work may make up that time by extending the workday, if it is consistent with the work needs of the unit and does not invoke overtime provisions under the Wage-Hour Policy. Otherwise, tardiness must be charged against the employee's vacation leave. Corrective action through the Disciplinary Policy may be required to address misuse or abuse of the variable work schedule.

An employee may flex an established work schedule only with advanced supervisory approval. Beginning the workday early, ending the workday early, or extending the workday beyond scheduled work hours without advanced approval incurs potential overtime for employees subject to the provisions of the Fair Labor Standards Act and is not permitted.

Ohio State University

Area no. 140
Directive no. 14
Page no. 1
Issued by: ASC
Termination Date: Indefinite
Reference: ASC Minutes, 10/10/78

Flextime Policy

A. Definition

Flextime is a type of work schedule in which certain core hours are designated during which all employees are expected to work. Around the core hours are those hours during which the individual employee makes the decision about the hours to work. Flextime allows the employee a certain amount of flexibility in choosing hours of work on a day-to-day basis. In each instance, the Division/Department Head must make the decision as to the feasibility of flextime for that particular area.

B. Guidelines are as follows:

1. Staff eligible for flextime are permanent full-time staff who have successfully completed the initial probationary period. Staff on the Four and the Four and a Half Day workweeks are not eligible for flextime.
2. The regular workweek remains at 40 hours worked over five days with no overtime unless approved in advance by the Division/Department Head. The maximum number of hours to be worked in any day is 10 hours.
3. Division/Department Heads are responsible for determining when flextime is feasible:
    a. Sufficient staff will be on duty between 8:00 a.m. and 5:00 p.m. to carry out necessary operation of the area.
    b. Core hours will usually be between 10:00 a.m. and 3:00 p.m. except when the schedule of the area requires other hours.
    c. Beginning hours will be between 7:00 a.m. and 10:00 a.m. except when the schedule of the area requires other hours.
    d. Quitting time will be between 3:00 p.m. and 7:00 p.m. except when the schedule of the area requires other hours.
4. Time will be recorded using the Library support staff timesheet.
5. Persons who wish to participate in flextime must arrange with the Division/Department Head to do so in the pay period preceding the one in which they will work flextime.
6. The Library Personnel Office must be notified in writing by the Division/Department Head of persons changing to or from flextime in the pay period preceding the change.

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7. Persons will remain on flextime for at least an entire quarter.

C. General consideration for flextime scheduling:

1. Security of the persons and departments is of concern at all time, especially before 8:00 a.m. and after 5:00 p.m. and may be a factor in approving flextime requests.
2. Any problems or questions not resolved by the Division/Department Head level regarding flextime will be resolved jointly with the Personnel Librarian.

Indexed under:
Flextime
Workweek

Flexible Work Schedules

Flexible work schedules embrace a wide variety of formats. Some of the most common are: staggered hours (persons are scheduled to start/stop at different times during the day), flexi-year (9-, 10- or 11-month work schedules), compressed workweek (40 hours are worked in fewer than five full days), and flexitime (core hours are established with flexibility in starting and ending times revolving around core time). Careful and thoughtful consideration is essential to a successful flexible work schedule. Not every work situation is conducive to such scheduling, especially where essential services or "services on demand" are involved. Nor do flexible work schedules provide a means for avoiding overtime opportunities or payment. Flexible work schedules are intended to offer variations for the mutual benefit of the employee and the organization.

Flexible work schedules do not alter the authority and responsibility of department heads to establish and change work schedules in order to accomplish the objectives and requirements of the department or organizational unit.

Sometimes the personal needs of an employee may result in a request to vary the normal daily work schedule. Typically such requests involve time off on one day to be made up on another day and may involve the employee working more than eight hours on that day. (i.e., eight-and-one-half or nine hours). To accommodate these infrequent situations, a department head or designee may make an exception to the current policy of overtime pay after eight hours per day for a specific workweek. In such cases:

1. The proposed schedule must be mutually agreeable to the employee and supervisor;
2. Hours to be made up cannot be carried into another workweek;
3. All hours worked over 40 in the workweek must be paid at the overtime rate (hours worked include all hours paid for holidays, vacation, sick leave, jury duty, funeral leave, and military duty); and
4. The department head or designee must approve the schedule in advance of its implementation.

In some situations requests may require an exception to University policy of overtime pay after eight hours per day on a continuing basis for more than one workweek. In these cases the department must submit such requests to the Department of Personnel Services (West Lafayette campus) or the appropriate regional campus personnel office for approval prior to implementation.

To record hours worked on a flexible work schedule, the employee should record the actual hours worked on the "Worked Regular" line. If the hours exceed the normal, regular hours worked for the position (traditionally 8 hours), then the employee should asterisk the hours and at the bottom of the timecard write the word "Flextime" and the number of hours associated with this assignment. This will indicate to the departmental payroll clerk that the hours are to be paid straight time and will eliminate any confusion regarding overtime pay.

Information on a variety of flexible work schedules and assistance in developing such schedules is available through the Wage and Salary section of the Department of Personnel Services or the regional campus personnel offices.

Appendix C

IV. WORKING CONDITIONS

A. WORK SCHEDULES

1. Hours of Work

a. The normal work week is 35 hours consisting of 7 hours per day, Monday to Friday. However, some librarians may work and be paid on the basis of a different work week. The normal hours are from 9 a.m. to 5 p.m. during the winter period and from 8:30 a.m. to 4:30 p.m. during the period from approximately the beginning of May to mid-September. Throughout the year where the operational needs of a department will permit, individual librarians may apply to their supervisors to vary their starting and finishing times. A primary requirement is that each department must be staffed adequately during the department's regular operating hours. Individual starting times may be chosen which are as early as 7 a.m. or as late as 9:30 a.m. with corresponding finishing times from 3 p.m. to 5:30 p.m. The choices available must provide for the 7 hour day as follows:

7:00 a.m. to 3:00 p.m.
7:15 a.m. to 3:15 p.m.
7:30 a.m. to 3:30 p.m.
7:45 a.m. to 3:45 p.m.
8:00 a.m. to 4:00 p.m.
8:15 a.m. to 4:15 p.m.
8:30 a.m. to 4:30 p.m. - Summer Normal
8:45 a.m. to 4:45 p.m.
9:00 a.m. to 5:00 p.m. - Winter Normal
9:15 a.m. to 5:15 p.m.
9:30 a.m. to 5:30 p.m.

b. With the prior approval of the appropriate supervisor, a librarian may choose a flexible work schedule which consists of working more than 7 hours per day or 35 hours per week. This policy permits a librarian to "bank" time for personal reasons and is governed by the following guidelines:

1) The maximum working period shall not exceed 10 hours per day, 42 hours per week or 77 hours per fortnight.

2) The maximum time which can be so accumulated is 5 days or 35 hours.

3) Any time off accrued in accordance with such a flexible working schedule shall be taken at a mutually convenient time and normally within the approved schedule.

c. Librarians working in one of the Library's public service areas may be required to work during certain evenings and/or weekends. In the case of scheduled evening duty, the normal work day consists of 6-1/2 hours only.

d. The lunch period will normally be one hour, although individual librarians, with the approval of their supervisor, may choose a half-hour lunch break and leave 30 minutes earlier, or a 1-1/2 hour lunch break making up the additional time by staying later. The choice of a shorter or longer lunch by individuals must fall in with the needs of the department and be in line with the basic requirement that all departments normally are open for the prescribed period.

NOTE: A request by a librarian for a schedule of working hours which is earlier or later than normal University hours will be evaluated objectively in light of the operational requirements of the department and the impact such a schedule will have on the work of other staff members. While the department's needs must have first consideration, a request for a change in working hours will not be refused without an explanation to the librarian of the reasons which prevent approval.

2. Coffee or Rest Break

Each librarian is entitled to have a fifteen minute break in both the morning and afternoon. The purpose of such breaks is to provide a few minutes of rest and relaxation near the middle of the work period. Breaks should be taken at a convenient point in the flow of duties.

Normally, break time cannot be accumulated and taken as time off, since this defeats the primary purpose of the break period. Staff should ensure that breaks are not allowed to exceed the proper time period.

3. Overtime

a. Although overtime is discouraged, on occasion librarians may be required to work more than the normal scheduled hours, either beyond a regular day of work or on a scheduled day off. However, every effort will be made to avoid requiring librarians to work overtime on a continuing basis.

b. All overtime must be authorized in advance by the appropriate Unit Head or Faculty Librarian.

c. Compensation for authorized overtime will be in the form of equivalent time off (i.e., an hour off for each hour worked). Librarians do not qualify for monetary overtime compensation.

d. Casual and unauthorized time worked at the staff member's discretion is not eligible for overtime compensation. This includes time accumulated by working during lunch hours, coffee breaks or personal choice of early arrivals or late departures. The purpose of this policy is to ensure that a librarian wishing to bank time as outlined above does so with his or her supervisor's prior knowledge and approval.

B. REDUCED PERIODS OF RESPONSIBILITY

1. Policy Objectives

The basic objectives of the Reduced Period of Responsibility policy are two-fold. The policy is designed to provide individuals with the opportunity to pursue interests which may not be related directly to their responsibilities to the University and to provide the University with some degree of flexibility in utilizing its financial and human resources.

2. General Principles

a. Any full-time librarian who currently holds a continuing full-time appointment and who has a minimum of two years' continuous fulltime service at the University may request and may be granted appointment with a reduced period of responsibility.

b. A reduced period of responsibility may be taken in the form of either a shorter work week, or a shorter work day. Such reduced periods of responsibility will normally encompass not less than seven months of working time in the year or three days or 21 hours per week (approximately 60% working time). There may be exceptions to the above general rule, which will be dealt with on an individual basis. The librarian normally will be accorded part-time status if the working period is less than the above normal minimum and if the arrangement runs for an indefinite period of time.

c. A reduced period of responsibility will not change a librarian's normal security or rights as an employee of the University. As a general rule, librarians with reduced responsibility appointments will be considered eligible to apply for Research/Study Leave after they have served the equivalent of six years full-time.

d. The option of maintaining full fringe benefit protection at either the level of the nominal annual salary or at the level of the actual salary received will be provided where possible under the terms of the particular benefit plan, with the normal cost sharing arrangement continuing.

e. A request to return to a full period of responsibility or to change the period of a reduced period of responsibility, whether at the initiation of the librarian or the Chief Librarian, should be made 6 months in advance (unless notice is waived by mutual consent). If there is not mutual agreement on the change in period of responsibility, whether to full-time or some other period, the Chief Librarian will endeavour to find within one year suitable alternative employment within the Library system to accomodate the preference of the librarian concerned. If this cannot be accomplished, then at the end of the one year period the individual will choose between accepting the change or resigning.

f. The policy will be reviewed regularly.

3. Policy Elaboration

The policy applies to all librarians who have held a continuing full-time appointment for at least two years.

a. All salaries will be established and quoted on an annual basis (nominal salary) and paid in proportion to the time actually worked or over the entire year. For example, the actual salary of a person on an 8-month reduced period (September 1 to April 30) could be paid over eight months or over twelve months. In the first case, a person with a nominal salary of $24,000 would receive an actual salary of $16,000 at the rate of $2,000 per month for eight months. In the second case, the actual salary of $16,000 would be paid at the rate of $1,333.33 per month for twelve months.

b. Librarians who are authorized to work more than the hours scheduled under their reduced period of responsibility will be entitled to equivalent time off in accordance with standard overtime policy for libralrians.

c. Staff benefit plans can be continued based on the nominal salary or on the actual salary, subject to certain plan restrictions beyond the control of the University. The University will continue to pay its full share of the staff benefit costs if the staff member makes a similar choice. For example, a person on a reduced period of 8 months who chooses to receive salary payments during the time actually worked may elect to have benefit plans continued for the other 4 months of the year. The University and the staff member would contribute their share of the benefits costs.

1) **Life Insurance:** To retain eligibility, premiums must be continued throughout the year. Coverage can be based on the nominal salary or on the actual salary.

2) **Long-Term Disability:** To retain eligibility, these premiums also must be continued throughout the year. Because of insurance carrier regulations, coverage and premiums under this plan must be based on actual salary. As this is an insurance plan, any benefits payable will not be affected by a shorter work year, i.e., L.T.D. benefits for a person on claim will continue for as long as the illness lasts, regardless of prior leave arrangements. The normal 180 days waiting period will apply regardless of whether the employee is at work or on leave.

3) **Supplementary Medical:** These premiums are not salary related and must be paid throughout the year to continue coverage. Thus, any medical expenses incurred will be eligible for reimbursement under the plan's terms, regardless of when they occur.

4) **U.I.C.:** These premiums are based on actual salary payments and hence deductions will be made only during the time the librarian receives a salary from the University. If a librarian chooses to receive the pay over twelve months, U.I.C. premiums will be deducted each month in the normal manner.

5) **Pension Plan:** The librarian has the option of maintaining contributions at the normal level based on the nominal salary matched by the University, and thus preserving maximum equity

in the plan. Alternatively, contributions can be based on actual salary.

6) **Ontario Health Insurance Plan (O.H.I.P.):** Membership in the Queen's group must be maintained during the periods of reduced responsibility. For those who choose to be paid over a 12-month period, the cost of OHIP would be deducted from the monthly salary. Those who choose to be paid over the period worked, say 8 months, must make arrangement with Financial Services to cover their share of OHIP premiums during the period when no salary will be paid.

7) **Semi-Private Coverage:** The options and requirements for this plan are similar to those for OHIP.

8) **Unemployment Insurance Claims:** The University is required to issue a U.I.C. record of employment certificate indicating when there has been interruption of earnings and to provide the reason for the interruption. Such certificates will be issued, for example, when salary payments cease under an 8-month period of reduced responsibility when the salary is paid over the 8-month period. Any questions regarding unemployment insurance should be directed to the local U.I.C. at 51 Queen Street (542-2882).

9) **Vacations:** Vacation entitlement will be based on the following formula:
   % of full-time worked X normal full vacation
   = vacation entitlement.

   A staff member taking a reduced period of responsibility will normally take the vacation entitlement during the working period.

   Example: Assuming a reduced working period of eight months, September 1 - April 30, and a vacation entitlement of four weeks, an individual would be entitled to 13.5 days vacation before April 30 or after September 1.

10) **Sick Leave:** The sick leave policy of the University provides for payments of full salary

for a period of up to six months for an absence resulting from sickness or injury. The full salary referred to in the sick leave plan will be the actual salary, not the nominal salary, of a member on a reduced period of responsibility. The monthly salary payment to be continued under the sick leave plan will be that which was arranged for the reduced period of responsibility. Thus, situations may arise where monthly payments made under the sick leave plan will terminate at the end of one reduced period, commence again at the beginning of the next reduced period and continue until the six month salary continuance provided for in the plan is exhausted. For example, if a librarian on a reduced period of 10/12th (September 1 - June 30) and becomes ill in May, his/her salary will be paid until the end of June. If the librarian is still ill September 1, his/her salary will be resumed until 6 months after the staff member first became ill (subject to adjustments for any monies owing the staff member from the University).

11) **Salary Increases:** Salary increases for those on reduced period of responsibility will be calculated on the nominal salary in the same manner as for all other staff. The actual salary will be increased in proportion to the increase in the nominal salary.

d. **Special Reduced Periods of Responsibility:** In the case of a librarian aged 60 or over, a more reduced period of responsibility may be selected in the form of an even shorter work year, week or day. Such reduced periods of responsibility will be less than the 60% referred to above, but normally will encompass at least 4 months in the year or 12 hours per week. For these librarians, the University will maintain its share of benefits on the nominal salary and will also pay the employee's share of pension costs on the difference between the nominal and actual salary.

e. **Stepped Retirement:** As an extension of the University's policy concerning reduced periods of responsibility, another provision has been developed which has been referred to as stepped retirement. Under this provision, eligible members of staff can, with the approval of the Chief Librarian, elect to take a reduced period of employment in the year or two before normal retirement, and take the balance in the equivalent year or two after normal retirement. In considering such a request, the Chief Librarian must of course take the needs of the entire Library into account. For example, a librarian at age 63 could reduce his or her work level to 2/3 of normal for the two years immediately before the normal retirement date. In this case, in the two years immediately following the normal retirement date, such a librarian would work at 1/3 of the normal work level. Salary payments would be proportional to the reduced period of responsibility; in the above example, 2/3 of normal salary in the two years before normal retirement and 1/3 in the two years following. Salary increases for those on reduced periods of responsibility are calculated on the nominal salary in the same manner as for all other staff. The actual salary is increased in proportion to the increase in the nominal salary. To protect pension levels, contributions both by the University and the staff member are based on the full nominal salary and continue up to the normal retirement date. Whether or not pension payments commence at the normal retirement date or are deferred until completion of the extended responsibility period is at the discretion of the staff member. In accordance with insurance company regulations, long term disability coverage is available only on the basis of actual salary payments, not on the nominal salary, and only up to the normal retirement date.

QUEEN'S UNIVERSITY LIBRARIES

POLICY 1991-2: FLEXIBLE WORK SCHEDULES

31 May 1991

1. DEFINITIONS

a. **Flexible schedule:** working hours other than the normal core hours, i.e., other than 9:00 a.m. to 5:00 p.m. in winter and 8:30 a.m. to 4:30 p.m. in summer. For example, someone might work from 8:00 a.m. to 3:30 p.m. (Monday through Friday) with a 1/2-hour lunch period, or from 8:00 a.m. to 5:45 p.m. (Monday through Thursday) with a 1-hour lunch period. Similarly, someone working 8:30 a.m. to 4:30 p.m. (Monday through Friday) throughout the year could be said to be working core hours in the summer and a flexible schedule in the winter.

b. **Overtime:** time worked in excess of 35 hours/week, unless there is an agreed-upon flexible schedule in effect. All overtime must be authorised in advance except under very exceptional circumstances and must be referred to the Chief Librarian for review and decision. Choosing to stay at work for an extra half-hour or more to finish a project does not qualify as authorised overtime. Being **asked** to work extra time does qualify but, as stated above, the Chief Librarian's advance approval is required. This referral is mandated because, in the case of Library Technicians, there are direct budgetary implications.

c. **Alternative Time:** time off in lieu of pay for authorised overtime, weekend or evening schedules, etc.

2. Library Technicians

a. Policy regarding flexible work schedules for Library Technicians is specified in Article 16:06 of the Collective Agreement between Queen's University and C.U.P.E., Local 1302. Prior approval by the appropriate supervisor is required.

3. **Support Staff**

   a. [See Personnel Policies and Procedures Manual]

4. **Librarians**

a. When a librarian is scheduled to work in the evening or on a weekend, alternative scheduled time-off is arranged, in consultation with the Unit Head or Faculty Librarian, and with due attention given to operational needs.

b. Librarians may, under some circumstances, elect a flexible schedule.

1) Flexible schedules are generally not available to public service librarians who are expected to work core hours when not scheduled for evening or weekend rotation.

2) Responsibilities assigned to certain technical service positions are such that incumbents must normally work core hours.

3) A librarian who is interested in a flexible work schedule should discuss the proposed schedule with his or her Unit Head or Faculty Librarian. While every attempt will be made to accommodate the librarian's wishes, the operational needs of the department take first priority.

4) Librarians do not "bank" hours except under extraordinary circumstances. In the event that such circumstances arise, prior approval by the appropriate Unit Head or Faculty Librarian must be obtained.

5) Time off accrued in accordance with a flexible schedule, alternative time or authorised overtime is to be taken at a mutually convenient time and normally within the approved schedule.

6) All changes to (or from) a flexible work schedule must be agreed in advance.

c. **Overtime**

1) Overtime must be authorised in advance by the appropriate Unit Head or Faculty Librarian, in consultation with the Chief Librarian.

2) As professionals, librarians receive alternate time in lieu of overtime pay. This alternate time must be scheduled in consultation with the appropriate Unit Head or Faculty Librarian. While every attempt will be made to satisfy the Librarian's wishes, operational needs will take first priority.

Nothing stated above should be interpreted as denying a Unit Head or Faculty Librarian the authority to grant a staff member's request for a few hours' leave. Leaves of half-a-day or longer should be formalized (special or general leave, leave-without-pay, etc.) by application to the Chief Librarian (or delegate) via the appropriate supervisor(s).'

Employee's Signature ______________________

Chief Union Steward's Signature ______________________

Disposition: ______________________

____

____

____

Signature ______________ Title ______________

Date ______________

Labour Relations – White
Supervisor – Blue
Employee – Yellow
Chief Union Steward – Pink

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APPENDIX E

GUIDELINES FOR FLEXIBLE HOURS

BACKGROUND

Flexible hours is a system that permits employees to obtain a degree of personal freedom in their working hours within certain limits and always with the stipulation that the requirements of the job be fulfilled. Where it is appropriate, staff members may start and stop work at any time during the flexible period (as established by the department) at the beginning and the end of the working day. Depending on work requirements or personal preference, the employee decides when to start and stop work each day. Staff members are required to be present when scheduled or during a "core period" (as established by the department), which represents the minimum number of hours employees are expected to work each day. Employees must work a certain number of hours in a given period (as established by the department). Where the given period is two weeks or longer, an employee may accumulate "credit" hours or "debit" hours, which may be carried over to the next accounting period and either used in time off (credits) or made up (debits).

The concept as a policy has been accepted by the Canadian Union of Public Employees, Local 1230, Full-Time Bargaining Unit and the University.

(1) The work of the department must not be adversely affected.

(2) The department must be open for service in its normal work period.

(3) Participation by staff members is voluntary.

(4) Staff members will normally work a 5-day week (i.e. the University is not adopting a compressed work week of 4 or 4-1/2 days).

These provisions form the basis for the following guidelines. These guidelines will be reviewed by the Employer and the Union after one year of operation.

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Participating Units
Administrative Services, Book Selection, Cataloguing, Circulation, Order, Preservation Services, Rare Books, University Archives, Reference, Science and Medicine, Serials, Sigmund Samuel, Technical Services Area Office.

2. **Personnel Included**
All permanent full and part-time employees may participate. New employees in the probationary period may vary starting and stopping times, subject to training requirements, but must work the standard number of hours per day without accumulating credit time or debit time. Casual employees are excluded. Those staff who choose not to participate will work standard hours.

Core Time
Each employee must be present at the employee's position during the established core period, or when assigned by schedule in individual areas.

Accounting Time
A 4-week accounting period will be used. Since standard hours of work are 7-1/4 hours per day (6-3/4 hours in July and August), 5 days per week, the total number of hours worked in one accounting period will be 145 hours (135 hours in July and August). Public service departments will follow established arrangements for nights and weekends.

Recording Time
Hours of work must be recorded. This is done by the use of time-recording equipment or a manually kept record. The following departments are using time-recording equipment: Administrative Services, Book Selection, Cataloguing, Circulation, Order, Preservation Services, Rare Books, University Archives, Reference, Science and Medicine, Serials, Sigmund Samuel, Technical Services Area Office.

Meal Break
This may not be less than 30 minutes. It may be as long as 2 hours, depending on the demands of work to be done. Time needed in excess of this will be at the discretion of the supervisor.

University of Toronto

7. **Rest Periods**
The policy in force is as follows:
Collective Agreement
"All employees shall be entitled to a fifteen (15) minute rest period both in the first half and second half of the shift".

8. **Credits and Debits**
These are calculated at the end of the accounting period when the number of hours worked varies from the required number of hours to be worked. No one can have a credit of more than 15 hours, or a debit of more than 10 hours, at the end of a given accounting period. Credit hours in excess of 15 hours will be forfeit. Debit hours in excess of 10 hours for 2 consecutive accounting periods will be considered as absence without pay. If a debit in excess of 10 hours continues for a third consecutive accounting period, the person should be removed from the privilege of flexible hours.

Credit hours being used in less than half-day or full-day units may not be taken during core hours or when assigned by schedule except by prior arrangement with one's supervisor. Credit can be used during the following accounting period by:

(a) Working shorter daily hours outside of the core or scheduled periods, having informed one's supervisor.
(b) Taking time off with the approval of the supervisor, i.e. half-days or a whole day.

9. **Length of Working Day for Purposes of Earning Credit Time**
When an employee wishes to accumulate credit time, depending on the nature of the work, the employee should work only as long as the employee can work effectively. Ideally, this should not exceed 8 hours, but it is recognized that some circumstances may allow longer periods of work without impairing effectiveness.

10. **Overtime**
The policy in force is:
Collective Agreement
Summarized:
Authorized overtime shall be paid at the rate of time and one-half the regular rate of wages. Authorized overtime on

Sundays shall be paid at the rate of two times the regular rate.

An employee may not claim overtime pay for hours worked voluntarily in excess of the required number of hours.

11. **Vacation, Sickness, Paid Personal Leave**
Time away from work for these categories will be considered as hours worked (i.e. 7-1/4 hours per day; 6-3/4 hours in July and August), and must be reported according to standard procedures so that credit may be obtained. Illness of less than a day will be credited on the basis of the length of the standard working day (e.g. an employee starting work at 9:30 a.m. and going home at 1:00 p.m. will be credited with a further 3-3/4 hours to total 7-1/4 hours; 3-1/4 hours to total 6-3/4 in July and August).

All employees should notify supervisors of unplanned absences in accordance with Article 22:03 of the Collective Agreement.

12. **Absence Without Pay**
The present policies applicable to leave of absence without pay will apply. Such time must be recorded as hours worked so that the employee does not accumulate debits for an approved leave of absence.

13. **Work Outside the Usual Working Area**
If an employee is working in the usual area for only part of the day, normal procedures for recording hours must be observed. Credit for the remaining time will be agreed on with the immediate supervisor. Where there is no attendance at all in the usual area, a claim for credit will be made.

14. **Responsibility for Compiling Balance Sheets**
Balance sheets are compiled within the individual departments by the person responsible for keeping personnel records.

15. **Terminating or Transferring Employees**
Terminating employees must balance any debit or credit hours before leaving. Any credit not taken will be forfeit. Any debit will be deducted from the employee's final pay. Wherever possible, transferring employees are to balance their debit/credit hours before moving to a new department.

16. **Misuse of Flexible Hours**
If misuse is persistent, the employee will be denied the privilege of flexible hours, after suitable warnings have been issued.

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Tulane

University Libraries
Howard-Tilton Memorial Library
Tulane University
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(504) 865-5131
FAX (504) 865-6773

MEMO

TO: Assistant University Librarians
Department Heads

FROM: Philip E. Leinbach, University Librarian

DATE: October 21, 1991

SUBJ: Flexible Scheduling

Following discussions these last several months, I would like to set forth policy that will make possible more flexible scheduling of work hours for Library staff. Many staff, especially those in public service positions, already have flexible schedules, based primarily on Library needs. The purpose of the new policy is to open up flexible scheduling to other staff and to take better account of individual desires for a schedule other than 8:30 - 5:00.

Thus, staff members (librarians and support staff) should be made aware that they may propose to you (or supervisors) a flexible work schedule. Schedules should be approved on a semester-by-semester basis, taking into account Library production and service goals, fairness, work habits, and personal security.

This policy, which is effective immediately, will be on a trial basis for the remainder of the academic year. In May, 1992, we will evaluate the effects of increased flexible scheduling on productivity, coverage, morale, convening of meetings, and accessibility to users and Library Administration.

PEL:mmh

cc: Russell Dunn

Re: question 10

UNIVERSITY OF WATERLOO

FLEXTIME REGULATIONS

1. *GENERAL*

The basic concept of flexible working hours is that employees are capable of personnally making responsible judgements which adjust their working hours according to the demands of the job and their personal needs for time away from the job.

People may arrive or leave their work at any time during flexible hours. There are three areas of major employee obligation:

a. The nature of the task to be performed determines the degree to which flexibility is or is not possible during a particular period.

b. Employees must be present except by special arrangement during certain hours of each day which are designated as core hours.

c. A fixed number of hours must be worked during each flextime cycle with a maximum debit or credit of 10 hours during each cycle.

2. *DEFINITIONS*

In order to facilitate communication about flextime, the following definitions are provided:

Flextime: - Flextime is a work scheduling system which allows an employee to select, within certain limits, his/her daily hours of work.

Bandwidth: - The bandwidth specifies the earliest permitted daily starting time and the latest permitted daily finishing time.

Flexible Hours: - Flexible hours are the portion of the bandwidth during which an employee can make his/her own judgement as to whether or not to be present according to the requirements of the work load and personal need for time away from the job.

Core Hours: - Core hours are a period or periods of time during which an employee normally must be present. Core hours are required for purposes of scheduling meetings and to facilitate other necessary communications.

Standard Working Hours: - Standard working hours are those working hours existing in any University department prior to the election of flextime as an alternative.

Flextime Cycle: - Flextime cycle is the time period during which an employee must complete a period of designated normal working hours, plus or minus 10 hours.

Credit or Debit Hours: - Credit or debit hours, not exceeding plus or minus 10 hours, which are accumulated or owed at the completion of a flextime cycle. These hours are credited or debited without payroll adjustment.

3. *EMPLOYEE OBLIGATIONS*

The way in which flextime is utilized from department to department may vary somewhat in accordance with the nature of the task to be performed. All departments maintain the following obligations.

a. Adequate staffing must be assured during the standard working hours that existed in the department prior to the election of flextime.

b. Where necessary, employees are expected to co-ordinate the utilization of time off with other members of their work group and to learn those skills which make such work sharing possible.

c. The right to suspend or cancel flextime remains the right of the senior officer. In the library this is the University Librarian.

4. *BANDWIDTH*

The bandwidth in the Library will be 8:00 a.m. to 6:00 p.m., Monday through Friday.

5. *CORE HOURS*

Core hours will be 9:30 a.m. to 12:00 noon and 1:30 p.m. to 3:00 p.m. Monday through Friday, except in those departments where special schedules are necessary due to the Library's hours of service.

6. *LUNCH BREAK*

Under flexible hours, employees must take a minimum of 30 minutes for lunch but may take up to 1 1/2 hours. When, as part of one's normal job, work is done while eating lunch, flextime records must show the lunch hours as being 1/2 hour in length.

With respect to Department luncheons which exceed one hour, everyone, including staff members who normally take half-hour lunches, must record an hour of lunch. The time in excess of an hour will be considered as library time.

Staff members who have traditionally taken their lunch hours from 1:00 to 2:00 may continue to do so with the understanding that they may be required on occasion to attend a 1:30 p.m. meeting.

7. *FLEXTIME CYCLE*

The working system is based on a four (4) week cycle. The target hours are the normal daily hours x 20. (i.e. 7 x 20 = 140)

At the end of each four week cycle, a staff member is allowed a total credit or debit of 10 hours which may be carried over to the next work cycle.

8. *PERSONAL APPOINTMENTS*

Personal appointments such as doctor's, lawyer's and dentist's will normally be taken during flexible hours and will be counted as time not worked. When necessary and with supervisory permission, such appointments may be taken during core hours on a time not worked basis. Time off due to emergencies will be treated as time worked. Judgements in this area will be made by the Supervisor with the final decision the responsibility of the Department Head.

9. *ABSENCES*

Excused full day absences, paid holidays and vacation days will be credited at the rate of 7 hours per day.

Days away from the University on University business are credited at the rate of 7 hours per day.

Should a staff member be absent for a full day due to illness, for flextime purposes 7 hours will be credited for that day.

10. *TIME OFF*

The current flextime regulations allow for two half days to be taken off during a 4 week cycle, with an additional two half days permissible with the Department Head's approval, this being subject to the current work load. This practice will continue.

A staff member may also combine a half day flextime and a half day vacation to take a full day off.

In all cases the Supervisor or Department Head must be advised, in advance of intent to take some time off. Two or three days notice is expected. In the event that the proposed timing is not appropriate due to the current workload, the Supervisor may suggest an alternate time.

With respect to half days off; if an afternoon off is planned, it would be permissable to work until 1.00 p.m.; if a morning is taken off, a staff member must start work by no later than 1:30 p.m.

University of Waterloo Re: questions 10

UNIVERSITY OF WATERLOO POLICY

Number: 59
Effective Date: February 5, 1980
Cancels: October 2, 1979

SUBJECT: REDUCED WORK LOAD

I. GENERAL

A. Under certain circumstances, faculty and staff members who hold regular full-time positions may reduce the daily, weekly, monthly or annual period of work of a position to as low as 50% of that established for a similar regular full-time position and participate in the University Pension and Benefits Plans as outlined below in this Policy. Reduced work load is only available to individuals who have completed at least one full year of full-time service as a regular full-time faculty or staff member immediately prior to the application for reduced work load status.

Participation in the reduced work load program must be by mutual consent. Reduced work load after age 55 and ten years of regular appointment service will be a continuing arrangement until retirement.

B. The extent of participation in the University Pension and Benefits Plans in any reduced work load arrangement will be dependent upon three (3) factors:

1. The degree of reduction in the work load.
2. The proximity of the individual's normal retirement date as defined in the University of Waterloo Pension Plan text.
3. The length of time in the employ of the University at the time of commencement of the reduced work load.

II. DEFINITIONS

For the purposes of this Policy the following definitions apply:

"Actual Salary" means the reduced salary paid to an individual under an approved reduced work load arrangement.

"Nominal Salary" means the salary the individual would have received annually had there not been a reduced work load arrangement.

III. REDUCED WORK LOAD FOR FACULTY AND STAFF UNDER AGE 55 OR WITH LESS THAN TEN (10) YEARS OF CONTINUOUS FULL-TIME SERVICE

Faculty or staff members who have reduced time commitments may maintain pension and benefits participation as follows:

A. Pension Plan - Contributions and pension credits will be based on the Actual Salary paid in each calendar year and on each calendar year's time commitment.

B. Long Term Disability Benefit - Premiums and benefits will be reduced in the same proportion as the reduction in the individual's time commitment.

C. Group Life Insurance - Existing options and premium sharing arrangements will be available and will be based on the Actual Salary.

D. O.H.I.P. - Coverage and premium cost-sharing will be continued.

E. Supplementary Medical Insurance - Coverage will be continued.

F. Sick Leave - Sick Leave, accumulated and paid, will be appropriately proportionate to the individual's reduced time commitment. However, it should be noted that Sick Leave may only be used during a period when the member is normally scheduled to work.

G. Vacation - The member will receive an appropriately reduced amount of vacation credit.

H. Paid Holidays - Paid Holidays will be paid when they occur on a day in which the reduced work load person is normally scheduled to work.

I. Canada Pension Plan, Unemployment Insurance, Workmen's Compensation - These benefits will be available according to the applicable government regulations.

IV. REDUCED WORK LOAD FOR REGULAR FULL-TIME FACULTY OR STAFF MEMBERS WHO HAVE ATTAINED AGE 55

Faculty or staff members who have approval for a reduced work load may maintain Pension and Benefits participation, provided they have attained age 55 and have completed ten (10) years of uninterrupted full-time service as a regular faculty or staff member, immediately prior to commencement of the reduced work load arrangment.

All University Pension, Insured Benefits and contributions, will be based on the Nominal Salary except that Long Term Disability Benefits and payment during Sick Leave will be based on the Actual Salary and reduced work load time commitment. Sick Leave, vacation, paid holiday and legal benefits will be as described in Section III., F, G, H, and I, above.

V. SALARY DURING A REDUCED WORK LOAD

Members on a reduced work load arrangement will continue to participate in the appropriate University salary program.

VI. REDUCED WORK LOAD ARRANGEMENTS

All reduced work load arrangements will be recommended in writing by the Dean (Academic Departments) or Department Head (Non-academic Departments) to the President. Details of the final reduced load arrangement will be confirmed in writing. Because of the technical and legal complexity involved in such arrangements, no arrangement will be considered complete until such a document has been prepared and signed.

SUBJECT: REDUCED WORK LOAD

VII. BENEFITS, CHANGES AND COST SHARING

Any changes in the Pension and Benefit Plan approved by the Board of Governors shall apply to members on an approved reduced work load arrangement. Cost sharing arrangements for a person on reduced work load will be adjusted to remain proportionate to benefit and pension costs paid by a person on full load.

VIII. SALARY PAYMENT DURING REDUCED LOAD

Arrangements may be made to spread reduced work load salary payments through the year in twelve monthly payments.

IX. DURATION OF PROGRAM

The University has received approval to institute a reduced work load program from the Department of National Revenue for a period of five (5) years ending June 30, 1984, subject to a further extension being granted by the Department of National Revenue. Should such an extension not be granted, persons entering the reduced work load program of this policy may continue their arrangement until they reach their retirement age. Retirement age may be 65 or 68, depending on the date that the individual commenced employment at the University of Waterloo.

Persons entering the reduced work load program under Section III. are expected to continue reduced work load arrangments for several years. Such persons may return to full-time employment by mutual consent.

individual may, also, with the agreement of the Dean or designate, undertake more than a normal teaching load.

18.11 In exceptional cases, the Dean or designate may increase or reduce the teaching load or service commitments of an individual faculty member in the light of the individual's research/scholarly/creative and service contributions. Any increase in the teaching load or service commitments of an individual shall be based on the individual's research/scholarly/creative and service contributions as assessed by the academic unit in question, or by procedures agreed to by the academic unit in question.

The reasons for any variations in the normal teaching or service load, and the exceptional circumstances therefore, shall be communicated in writing to the faculty member so affected, with a copy to the Association, and the decision shall be subject to the grievance and arbitration procedures established by this Agreement, for the purpose of determining whether such a variation was justified.

18.12 In the case of an increase in the normal teaching or service load without the consent of the individual, the individual shall be given reasonable notice in writing of the increase. In no such case may an exceptional increase in teaching or service load be made two (2) years in succession, and the same individual may not receive an exceptional increase in teaching load two (2) times in succession, nor may he/she receive an increase of more than one course above the normal load. Exceptional increases shall not be assigned in the sabbatical year or the year following sabbatical leave.

18.13 (a) The Joint Committee on the Administration of the Agreement shall be charged with collecting information on, and proposing guidelines to the parties with respect to: (a) faculty workloads at both Departmental and Faculty levels; (b) numbers and proportions of the University's and each Faculty's courses being directed by part-time members of faculty. The Joint Committee shall report to the parties on these matters by 30 April 1991.

(b) **Committee on the Organization of Academic Work**

The parties agree to establish a subcommittee on the Organization of Academic Work through the agency of the JCOAA. The Committee is to be composed of three (3) members of the administration and three (3) members of the Association. The Committee will examine the way in which the use and numbers of various types of appointments affect the workload of the employees and the educational programmes offered.

The parties agree to invite the participation of a representative of CUEW Local 3 in a subcommittee of the Committee on the Organization of Academic Work. The subcommittee shall be composed of one (1) representative of YUFA, one (1) Administration representative, (each of whom shall be a member of the Committee on the Organization of Academic Work), and one (1) representative of CUEW, Unit 2. The subcommittee will be charged with examining the organization of part-time academic work and its impact on academic units.

The parties agree to appoint their representatives by Nov. 30, 1989. The Committee may present an interim report to the JCOAA. The final report may include recommendations concerning the organization of academic work, and the final report shall be presented to the JCOAA by Nov.30, 1990. Where the parties are in agreement concerning recommendations on the organization of academic work, such recommendations shall constitute an amendment to the Collective Agreement, effective upon their ratification by both parties.

18.14 The Employer agrees to continue reductions in the normal teaching loads of employees holding academic administrative positions within the bargaining unit on the same basis as in 1976-77, unless otherwise agreed to by an employee and his/her Dean or the Director of Libraries, or unless agreed to by the parties in the Joint Committee on Administration of the Agreement. Changes agreed to in the JCOAA shall not take effect until the employee currently holding the academic administrative position completes the appointment.

The Employer further agrees to inform the Association annually of all academic administrative functions or tasks for which release time is granted.

Workload of Professional Librarians

18.15 The normal work week for a professional librarian shall be thirty-five (35) hours per week, scheduled fairly and equitably during the operating hours of the Libraries. Librarians' responsibilities shall include working with colleagues, supervising non-professional staff, and providing services to Library users. These responsibilities shall be those understood to be professional: public service, collections development, bibliographical control, technical library operations, and research/scholarly activities.

The Director of Libraries or his/her designate shall be responsible for assigning the general responsibilities of librarians in the light of the individual's specialties and qualifications, and in the light of the Libraries' and the University's needs and priorities and consistent with the normal load of the Libraries.

The workload for librarians shall be established with due regard for their research and scholarly responsibilities. Release time shall be made available, within the scheduling of the normal work week, so that librarians may pursue research and scholarly work. The librarian desiring release time shall make application through his/her departmental chairman to the Director of Libraries. Such requests shall not be unduly denied.

18.16 The assignment of responsibilities may require the permanent reassignment of a librarian from one department or branch of the Libraries to another. Normally such reassignment shall be effected by the Director of Libraries with the consent of the individual librarian and the chairpersons of the departments or branches involved. The parties recognize, however, that in exceptional circumstances, the effective management of the Libraries may require that librarians be reassigned without their consent.

In such cases, the Director of Libraries shall continue to take into account the specialties and qualifications of the librarian involved, shall effect such reassignment only after consultation with the individual librarian and chairpersons of the departments or branches involved, and shall give reasonable notice in writing to the persons concerned of the decision to reassign. The written notice shall state the reasons for the decision to reassign, and the exceptional circumstances that render it necessary. Professional librarians who are permanently reassigned will retain continuing appointment, rank, seniority, salary, and the years of service toward sabbatical leave application, pension, and all similar entitlement.

Length of the Academic Year

18.17 Faculty shall be available for on-campus responsibilities from one (1) full week before classes commence in the session in which they are teaching until the consideration of grades by their Department or Faculty at the end of the appropriate session, and shall make themselves available, on reasonable notice, to address grade information requests after such Departmental/Faculty considerations, subject to clauses 18.19, 18.22, and 18.23, below.

18.18 The nature of the University's work is such that all faculty members share responsibility for the administration of the affairs of their respective Faculty and/or Departments, and for the year-round supervision of students. Thus all faculty members notformally granted leave may be required to assist in the carrying out of the affairs, responsibilities, and academic obligations of their Faculties and/or Departments throughout the calendar year.

(a) In order to ensure the orderly carrying-out of a faculty member's duties and Faculty and/or Department responsibilities, faculty members shall inform their Dean or designate of their planned summer schedule, indicating the anticipated vacation period. Assignment of summer duties shall be equitably shared among members of the Faculty or Department.

(b) Faculty members appointed to administrative duties shall inform their Dean or designate, or the Vice-President designated by the President, in advance of their one-month vacation period and any other planned absences from campus, and shall schedule such absences so as to ensure that their administrative responsibilities are performed in a manner satisfactory to the Dean or designate or Vice-President.

18.19 In order to ensure the orderly carrying out of a librarian's responsibilities and the Libraries' responsibilities, librarians shall inform the Director of Libraries or his/her designate of their planned vacation periods.

Summer Teaching

18.20 A faculty member in the bargaining unit applying to teach in the Summer Session shall be given first consideration for appointment to one (1) full course, or the equivalent, within his/her area of expertise.

18.21 The Employer may, upon the giving of reasonable notice, assign teaching in the Summer Session to a faculty member without his/her consent, but the Employer shall normally exhaust the possibilities for staffing of summer courses through part-time appointments, overload appointments, or voluntary assignments, prior to the exercise of such right. The reasons for a compulsory summer teaching assignment shall be in terms of the needs of the University for effective scheduling of its curricular offerings, and shall be conveyed in writing to the faculty member by his/her Dean. For the purposes of this Agreement the Summer Session shall be construed as a term.

18.22 Compulsory summer teaching assignments shall be distributed among faculty members of the bargaining unit as equitably as possible, but, in any event, a faculty member may not be assigned summer teaching duties in more than one (1) full course or in two (2) consecutive summers. Summer teaching duties assigned compulsorily shall be balanced by a corresponding reduction in teaching load in the subsequent term or at a time to be agreed upon between the Dean and the individual. Normally, a faculty member will not be required to teach in three (3) consecutive terms as the consequence of a compulsory summer teaching assignment. When such an assignment (i.e. three (3) consecutive terms) is necessary, the faculty member so affected shall not be assigned summer teaching without his/her consent for the three (3) subsequent summers.

Reduced Load

18.23 Employees may apply to their Dean/Director of Libraries or designate for a reduced load for a specified period of time. If such a reduction is granted, such employees shall be designated as "full-time; reduced load" and shall remain members of the bargaining unit. Salary and the Employer's contribution to salary-based fringe benefits will normally be reduced in proportion to the workload reduction, as will the credited years of service toward sabbatical leave and consideration for tenure.

Where an application for reduced load status of up to and including one-third of normal load is denied, the Dean/Director shall set out in a written reply to the employee the reasons for the denial, which shall normally be in terms of the effective scheduling of a unit's teaching/library programme or administrative duties (in the case of those employees listed in Appendix A, Section C).

18.24 An employee granted "full-time; reduced-load" status may, at his/her own expense, maintain his/her salary-based fringe benefits on a full-rate basis. Employees applying for such status may also apply for a continuation of the Employer's contribution to salary-based fringe benefits on a full-rate basis, and the Employer may approve same, depending upon the nature of the reduction in load and the Employer's judgment as to the degree to which it is in the interests of the University as well as the employee.

Note: Employees eligible for Reduced Load under clause 14.02 (a)(b) shall be treated according to the terms of that clause.

Redeployment of Faculty Members

18.25 The parties agree that effective use of the University's resources, and the prevention of lay-offs for reason of financial necessity, require, *inter alia*,

Stopping the Tenure Clock

SC.92.07
October 7, 1991

Approved and
being implemented

UNIVERSITY OF ILLINOIS
URBANA-CHAMPAIGN SENATE

Senate Council
(Final;Action)

SC.92.07 Policy on Interruptions of the Probationary Period (Tenure Rollback Requests)

BACKGROUND

On November 5, 1990, Senate approved SC.91.07, Proposed Policy on Interruptions in the Probationary Period, which contains the following resolutions:

> **BE IT . . . RESOLVED THAT** the Vice-Chancellor for Academic Affairs is directed to:
>
> (a) develop guidelines, subject to Senate approval, to provide for the granting of interruptions in the probationary period of ordinarily not more than one year to probationary faculty, for reasons including, but not restricted to, disability, severe illness or obligation to a member of the family or household;
>
> (b) that such guidelines should stipulate an appeals procedure for faculty members denied extensions; and
>
> (c) assure that the campus is made aware of the policy through publication in the *Campus Administrative Manual* and the *Academic Staff Handbook.* Any subsequent change in the policy must be made in consultation with the Senate Council and appropriate Senate committees.

During the past year, the Senate Council and the Vice-Chancellor for Academic Affairs have together developed a policy statement which is presented to Senate for action.

RECOMMENDATION

Senate Council recommends approval of the following policy guidelines:

Probationary period faculty members may request an interruption of the probationary period (tenure rollback) for various reasons.

During the probationary period, circumstances may prevent a faculty member from performing those duties necessary to attain the stature expected of University of Illinois at Urbana-Champaign faculty within the time frame of the probationary period. The *University of Illinois Statutes*, Article X, Section 1a, allow a rollback "under unusual circumstances evidenced by a special written agreement approved by the President of the University and the appointee." Although tenure rollbacks are never automatic, they are granted in the best interest of the University and its faculty to to promote and tenure faculty of the highest quality in methods and manners that are fair, equitable, and humane.

Tenure rollbacks may be granted for reasons including, but not restricted to, disability, extended and/or severe illness, or obligation to a member of the family or household, or circumstances beyond the control of the faculty member, such as administrative error. Faculty members and unit heads should not wait to request a rollback until the probationary period is about to expire, but should request a rollback whenever it becomes clear that circumstances, consistent with this policy, will impede the faculty member's progress toward achieving indefinite tenure. Unit heads who recognize the need for a faculty member to request a tenure rollback are encouraged to discuss this policy with him or her. Unit heads are encouraged to explain to all faculty members the availability of this policy, and faculty members should feel free to approach their unit heads for information concerning this policy or with individual requests for rollbacks.

Exceptional circumstances may warrant the granting of a rollback for more than one year.

Requests for tenure rollbacks must be initiated in writing by the faculty member and recommended for approval by the department head/chair/school director, the administrative officer of an intermediate unit (if applicable), the dean or director, the Vice-Chancellor for Academic Affairs, the Vice-President for Academic Affairs, and finally the Secretary of the Board of Trustees. All requests for tenure rollbacks will be reviewed and considered carefully. In most cases, one consideration will be the faculty member's progress toward tenure prior to the occurrence or circumstance that may justify the rollback. A request on the part of a faculty member does not guarantee that the request will be approved.

If the request for a tenure rollback is approved, the Campus Legal Counsel will prepare a special agreement regarding the terms and conditions of appointment. The agreement will specify the reasons for the tenure rollback and will clearly state the faculty member's new tenure status. It will be circulated for all the appropriate signatures.

If a faculty member's request for a tenure rollback is denied at the departmental or unit level, the faculty member may appeal that decision by asking that the unit advisory or executive committee or other appropriate faculty committee designated by the unit head review the request and make its recommendation to the unit administrator. If, after that review, the unit administrator still denies the request, the administrator must forward the decision and supporting documentation to the next level administrator for review of the procedures used by the unit.

If the reviewing administrator finds that the procedures used by the department or unit were unsatisfactory, the originating unit must reconsider the case. If the procedures were satisfactory but the reviewing administrator believes that denial of the rollback would be inconsistent with action taken on rollback requests in other departments or units, then the reviewing administrator shall consult with the originating administrator about the reasons for the rollback denial. Although the originating administrator retains discretion to deny the rollback, the purpose of this consultation is to insure that gross disparities do not arise among departments in granting rollback requests.

If the denial of the rollback is at the Campus level, the Campus Promotion and Tenure Committee will serve as the reviewing committee and the Vice-President for Academic Affairs will be the administrator to review the procedures.

At any point in the process of appeal, the faculty member may consult with or take a formal grievance to the Faculty Advisory Committee or the Senate Committee on Academic Freedom and Tenure.

1991-92 URBANA-CHAMPAIGN SENATE COUNCIL

Emily S. Watts, Chair
Thomas F. Conry, Vice-Chair
Jesse G. Delia*
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Achsah Guibbory
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Richard E. Ziegler *(ex officio)*

*USC Representative to Council

THE OHIO STATE UNIVERSITY

Office of Academic Affairs

203 Bricker Hall
190 North Oval Mall
Columbus, OH 43210-1358

Phone 614-292-5881
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TO: Deans, Chairpersons, and All Untenured Faculty Members

FROM: David H. Boyne, Associate Provost David H Boyne

DATE: August 20, 1991

SUBJECT: Implementation of Faculty Rule 3335-47-041, Exclusion of Countable Years of Service From the Probationary Period for Child Care and Serious Illness

Attached is a copy of Faculty Rule 3335-47-041, Exclusion of Countable Years of Service From the Probationary Period for Child Care and Serious Illness, passed by The Ohio State University Board of Trustees at their July 12, 1991, meeting. The proposed rule change was approved by the University Senate in June 1991.

This rule offers the opportunity to an untenured faculty member to request exclusion of service time from the probationary period in three circumstances: a) birth or adoption of a child under six years of age; b) the need to devote substantial time to the care of a seriously ill or injured person; and c) serious illness or injury of an untenured faculty member. Language in the rule delineates the number of years that may be excluded and the process for requesting approval. The provisions of this rule are available to all untenured faculty members appointed on or after July 12, 1991, the date of Board approval.

At the same Board meeting, a resolution was adopted making available the provisions of the rule on a retroactive basis for OSU faculty members appointed prior to July 12, 1991, who are still in their probationary period and who have not already received the mandatory sixth-year review or the mandatory second year if appointed as an untenured associate professor. **However, in accord with this resolution, certain untenured faculty members appointed prior to July 12, 1991, who wish to avail themselves of the retroactive provisions must submit a request prior to October 1, 1991 (see guidelines below).** Because of this deadline, provided for in the Board resolution, a copy of this memorandum is being sent to each untenured faculty member as well as to deans and chairpersons.

While we hope to be able to reach each untenured faculty member in this way, we request that chairpersons check with untenured faculty members in their departments to be sure this information has been received.

Implementation Procedures for 1991:

Sections (A), (B), and (C) of the rule require that the request for exclusion of service time from the probationary period must be made prior to the beginning of the final year of the probationary period. For purposes of implementing this provision of the rule in this first year only, October 1, 1991, will be defined as the beginning of the final year of the probationary period for untenured faculty members who:

> (a) have already begun their sixth-year of service but have not received a mandatory sixth-year review or the mandatory second-year review if appointed as an untenured associate professor, or
>
> (b) on or before December 31, 1991, will enter their sixth year of service or their second year of service if appointed as an untenured associate professor.

Further, Section (A) of the rule which pertains to childbirth and adoption, stipulates that the request for exclusion of service time must be made within one year of the birth or adoption. For purposes of implementing the retroactive provision, the requirement that the request be made within one year of the birth or adoption is waived for all untenured faculty who were appointed prior to July 12, 1991 and experienced birth or adoption before October 1, 1990. For this group of untenured faculty, the request must be made by October 1, 1991. For all others the one year requirement to initiate a request stands as written in the rule.

Implementation In Succeeding Years:

In future years the provision requiring notice before the beginning of the sixth-year of service or the second year of service for those appointed as untenured associate professors will require all on-cycle candidates to submit requests by July 1. An on-cycle candidate is one whose anniversary date of employment falls between April 1 and December 31. Off-cycle candidates will be required to submit requests by January 1. An off-cycle candidate is one whose anniversary date of employment falls between January 1 and March 31.

Deans, Directors, and All Untenured Faculty Members
August 20, 1991
Page 3

Enclosed is a form to be used in requesting exclusion of service time from the probationary period. It is the form we will use this year.

Any questions regarding this new rule or its implementation should be directed to me or Judy O'Flaherty at 292-5881.

jo

Attachments

cc: Frederick E. Hutchinson

REQUEST FOR EXCLUSION OF SERVICE TIME FROM THE TENURE PROBATIONARY PERIOD

Please complete only the section of the form which pertains to the type of request you are submitting (birth or adoption of a child, dependent care, or personal illness). Submit the completed form to your department chair for further processing in accord with procedures set forth in the rule. The final decision is made by the Provost.

NAME ______________________________

SOCIAL SECURITY # ______________________________

FACULTY RANK ______________________________

DEPARTMENT ______________________________

COLLEGE ______________________________

START DATE AT FACULTY RANK ____________________

DATE OF PROJECTED PROMOTION AND TENURE EVALUATION ____________________

SECTION I   Birth or Adoption of a Child

Complete this section if requesting exclusion of time due to birth or adoption of a child.

Date of birth or adoption ______________________________

Is spouse a regular OSU faculty member ______ Yes ______ No

Will spouse be requesting exclusion of time ______ Yes ______ No

If time will be divided with spouse, what is the requested division (50/50, 75/25):

____

____

____

The spouse will need to complete a separate form and submit to the appropriate tenure initiating unit.

SECTION II   Dependent Family Care

Complete this section if requesting exclusion of time due to care of dependent facult member.

Describe nature of care giving responsibilities: ____________________

____

____

____

____

Ohio State University

Your relationship to dependent ______________________________

Actual or projected effective dates of required care ____________________

NOTE: Please use additional pages as necessary.

SECTION III Personal Illness

Complete this section if requesting exclusion of time due to extended personal illness.

Describe the nature of your illness and treatment: ____________________

____

____

____

____

Actual or projected dates: From: ______________ To: ______________

NOTE: Please use additional pages as necessary.

SECTION IV Certification: I hereby certify that during the identified period, I will perform the appropriate activities as agreed upon with my department head and dean. I understand that, if approved, the year of my mandatory promotion and tenure evaluation will be changed to reflect this exclusion of time.

Signature ______________________________ Date ______________
Faculty Member

Recommend: Approval/Disapproval ______________________________
Department/Director

Recommend: Approval/Disapproval (Joint Appointment) ______________________________
Department/Director

Recommend: Approval/Disapproval ______________________________
Dean

Recommend: Approval/Disapproval (Joint Appointment) ______________________________
Dean

Recommend: Approval/Disapproval ______________________________
Provost

AMENDMENTS TO THE RULES OF THE UNIVERSITY FACULTY (contd)

(2) The mark, "W," if the disenrollment occurs after five p.m. of the third Friday of a quarter, semester, or session course, or the second Friday of a summer term course.

NEW RULE

3335-47-041 Exclusion of countable years of service from the probationary period for child care and serious illness.

(A) One year of service may be excluded from the probationary period of an untenured regular faculty member after the birth or adoption of a child under six years of age. Such exclusion shall be granted at the request of a faculty member. Each faculty member is entitled to a maximum of two one-year exclusions should more than one child be born or adopted during the probationary period. If both parents are untenured faculty members at the Ohio state university, they are entitled to a maximum of one year between them if one child is born or adopted or two years between them if two or more children are born or adopted. Exclusion of time from countable years of service during the probationary period is not contingent upon a reduction in percent appointment or upon taking an official leave of absence. Requests for excluding time from the probationary period shall be made by the faculty member to the chairperson or director of the tenure initiating unit. The request must be made within one year of the birth or adoption and prior to the beginning of the final year of the probationary period.

(B) Service time may be excluded from the probationary period at the request of a faculty member who must devote substantial time to the care of a seriously ill or injured person. Should such circumstances occur, up to two years of service time may be excluded from the probationary period. Requests for excluding time from the probationary period shall be made by the faculty member to the chairperson or director of the tenure initiating unit. The request must be made prior to the beginning of the final year of the probationary period.

(C) Service time may be excluded from the probationary period at the request of a faculty member who is stricken with a serious illness or injury. Up to two years of time may be excluded from the probationary period depending upon the nature and duration of the illness. Requests for excluding time from the probationary period shall be made by the faculty member to the chairperson or director of the tenure initiating unit. The request must be made prior to the beginning of the final year of the probationary period.

(D) Under this rule, a maximum of two years of service may be excluded from the probationary period.

AMENDMENTS TO THE RULES OF THE UNIVERSITY FACULTY (contd)

(E) Requests to exclude service time from the probationary period under paragraph (A) of this rule shall be reported to the dean or director and senior vice president for academic affairs and provost. Requests to exclude service time from the probationary period under paragraphs (B) and (C) of this rule shall be reviewed by the chairperson or director of the tenure initiating unit with the advice of the unit's promotion and tenure committee. Recommendations for approval or disapproval under paragraphs (B) and (C) of this rule shall be forwarded to the appropriate dean for his/her recommendation. Both the unit and college recommendations shall be forwarded to the senior vice president for academic affairs and provost whose decision shall be final. (In the case of a faculty member serving on a regional campus, the request shall also be reviewed by the regional campus dean and director with the advice of the regional campus promotion and tenure committee. The dean and director's review shall be forwarded to the chairperson or director of the tenure initiating unit.)

Rescinded Rules

3335-7-30 and 3335-7-31

NOW THEREFORE

BE IT RESOLVED, That the foregoing amendments to the Rules of the University Faculty be adopted as recommended by the University Senate.

Moved ____________ Seconded ____________ Voice Vote ____________

Penn State University

SENATE COMMITTEE ON FACULTY AFFAIRS

"Stopping Out" for Tenure - PS-23

(Legislative)

(Effective Date: Academic Year 1990-91)

Introduction:

The Strategic Study Group on the Status of Women conducted a comprehensive review at all the Penn State locations in 1986 and submitted a total of 192 recommendations to the University administration for possible implementation. Recommendations E.5, G.10, and S.13 refer to the need to modify PS-23 to extend tenure eligibility for provisional faculty after the birth/adoption of a child. The recommendations of the Strategic Study Group on the Status of Women suggested that up to one extra year of tenure eligibility be granted to a provisional faculty member after the birth/adoption of a child.

The University Child Care Task Force also submitted a comprehensive report to the University administration in June, 1989. As a result of social and economic changes in American society, a number of child care issues were identified. Again, one of the principles stated in the Child Care Task Force report was that the University should implement a parental leave policy that allows a maximum of one year leave without pay for either parent. In addition, the task force suggested that provisional faculty should be granted the option of up to one extra year of tenure eligibility after the birth/adoption of a child (*The Report of the University Child Care Task Force*, June, 1989, p. 24).

In addition to child care, other family care issues are becoming more and more common as the population ages and elderly parents require care for extended periods of time. There is a need to assist faculty in any way possible to make family emergencies less stressful.

There are currently three administrative guideline documents which deal with absence from work; PS-7 deals with absence resulting from pregnancy or childbirth, PS-11 with general provisions applicable to requests for child-care leaves of absence, and PS-16 with leave of absence without salary (other than extended active military service). None of these policy statements addresses the problems faced by provisional faculty going through tenure review who may be affected by the birth/adoption of a child or extended illness of a member of the immediate family. The promotion and tenure document, PS-23, has no formal provision for faculty who may request special exceptions because of these kinds of situations or hardships.

At the present time a faculty member who may have an extenuating circumstance that could impact on his/her tenure decision can have his/her situation reviewed on a case by case basis. Not all faculty know about this and there are no clear guidelines for the University administration to follow in these situations. This procedure has been termed "stopping out for tenure" if the extenuating circumstance occurs during a year in which the faculty member's teaching activity and scholarly productivity would be evaluated under PS-23 guidelines.

Recommendation:

The Senate Committee on Faculty Affairs recommends that the following statement of principles be adopted for inclusion in PS-23 in section IV.5 (the section dealing with the Provisional or Pre-Tenure Period).

> Upon the written request of a faculty member, the Excecutive Vice President and Provost will have the authority to grant a temporary stopping of the tenure clock, if, in his/her judgement, the academic performance of the provisional faculty member would be adversely affected by: the responsibility as primary care giver after the birth or adoption of a child, or by circum-

stances involving a serious personal illness, the provision of care for a seriously ill family member, or any similar situation requiring compassion. This special exception would be for one academic year for a provisional faculty member seeking tenure and would normally be granted only once. During this period the faculty member would not be evaluated according to the tenure guidelines and the year would not be counted toward tenure eligibility. At the end of the stopped out period the faculty member would be returned to the tenure track.

Rationale and Elaboration:

Sometimes extenuating circumstances create great hardships for a faculty member going through tenure review. The principle of "stopping out for tenure" should be considered as an act of compassion during stressful times such as birth, adoption, serious illness or even death of a close family member. The intent of the legislation is to make allowances for personal emergencies, to give such affected faculty a more level "playing field." This option should specifically not be made available to provisional faculty merely to give an extra year to prepare for the tenure review in the absence of extenuating circumstances.

Stopping out for tenure is not necessarily linked to a leave of absence or to stopping salary and benefits during a time when finances can be of even greater concern to a family. All requests for stopping the tenure clock would be decided upon individually and should not be considered to be automatic. A written request must be made by the faculty member and the reasons for the request must be specified.

Promotion and Tenure Subcommittee

Gordon Hamilton, Chair
Deidre Jago
John Nichols
Jovita Ross
James Smith
Robert Tauber

SENATE COMMITTEE ON FACULTY AFFAIRS

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James Smith
Robert Tauber
Peter Thrower

GLOSSARY

GLOSSARY

Compressed work week:	Compressed work week is generally a work week (e.g. 37 hours) that is condensed into fewer than five days.
Flextime:	(or Flexitime) is the common term for flexible scheduling options—work schedules that permit flexible starting and quitting times within set limits. Second shift, rotating evening/weekend schedules, or other standard schedule practices, should not be considered flextime.
Formal leaves:	An authorized period of time, either paid or unpaid, away from work without loss of employment rights; for example, sabbatical leave or other extended leaves.
Informal leaves:	An arrangement negotiated between an immediate supervisor and employee that permits the employee to take a short-term leave for personal or professional reasons.
Job exchange:	A program that permits employees from different functional areas to exchange jobs for a designated time period.
Job sharing:	A type of regular part-time work, with salary and benefits prorated, which permits two people to voluntarily share the same full-time position.
Phased retirement:	A program that allows employees to retire gradually, reducing their full-time employment commitment over a set period of years.
Telecommuting/home based work:	A program that allows employees to work at home during a part of their scheduled hours.
Voluntary part-time work:	Part-time or V-Time (short for voluntary reduced work time) offers reduced work-time options that allow full-time employees to reduce work hours for a specified period of time with a corresponding reduction in salary and/or benefits.

Most definitions are based on information in *Creating a Flexible Workplace* by Barney Olmsted and Suzanne Smith. (AMACOM, a division of American Management Association, New York, 1989)

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